

EMPLOYMENT SURVIVAL CRITERIA FROM THE PERSPECTIVE OF EMPLOYEES

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Purpose: This article discusses the issue of employment survival, which is the employee's ability to keep the current job. The study aimed to identify the criteria of survival, establish the order and levels of said criteria according to employees, and examine the relation between the sociodemographic factors and survival criteria.

Design/methodology/approach: The diagnostic survey involved the CAWI method and an original questionnaire. Multiple statistical analysis tools were applied, including Spearman and Pearson rank correlations, the ANOVA analysis, and a regression analysis.

Findings: The most significant group of factors, which impact the decision on continuing employment at the given position is made up of the following in order: prestige, work-life balance, regulations, employee performance, and physical working conditions. The regression analysis revealed that only two sociodemographic variables - gender and education - had a generally significant overall impact on the selection of the criteria. The results reveal a completely opposite trend in the significance of organisational factors compared to that presented in macro-social research.

Research limitations/implications: This is a one-off study and its results reflect the current status. Continuous monitoring of the situation would require longitudinal studies. The results reflect primarily the opinions of Generation Z. Therefore, it would be reasonable to expand the research, specifically to include other age groups.

Practical implications: The results may be recognised in organisational business management as the basis for human resources decisions in the scope of retaining employees and selecting work and employment standards.

Social implications: The results may help raise compliance in the scope of mutual expectations and obligations between the employee and the employer and thus increase job stability for employees.

Originality/value: The research demonstrates the significance of individual work factors in the context of employment at the given job and indicates the determinants for maintaining certain, stable, and most importantly continuous employment at the given job. Answering the presented questions will make it easier to further study the problem of employment survival as a new research category and conduct more specific empirical studies.

Keywords: employment survival, employment survival criteria, employment retention, job adaptation.

Category of the paper: Research paper.

1. Introduction

Professional literature offers plenty of studies covering the numerous aspects of employment. Recent experiences, including the COVID-19 pandemic, have forced intensive development of theoretical research in this area. The observations of contemporary labour transformations have encouraged researchers to revise this category, which led to the modification of the current and creation of new job categories, including nomadic, remote, hybrid, or platform-based (Davidavičiene, Rymaniak, Lis, 2023; Sidor-Rządkowska, 2022; Król, 2022; Mączyńska, 2020; Penc-Pietrzak, 2023; Stoian et al., 2022; Łukasiński, Wójcik, 2023; Dobrzyńska, 2020; Niebler, Altenried, Macannuco, 2020; Ostój, 2024; Piasna, Drahokoupil, 2020). Businesses looking for solutions to reduce their employment costs are eager to establish cooperation with temporary job agencies, offer B2B contracts, and work with people who are self-employed (Weil, 2014). Such practices and the intensification of the GIG Economy (Janadari, Prena, 2020), which maximally reduces the time of jobs and contracts, have contributed to the deterioration of the conditions of employment and the social situation of employees. The digital revolution has forced employees to depend on advanced technologies and artificial intelligence, presenting numerous limitations and opportunities for their coexistence on the labour market. Other factors changing the working conditions include digitalisation and automation (Parker, Grote, 2022).

Although literature discusses the issue of adapting to the job and presents analyses of organisational behaviour elements such as employee engagement, employee motivation, employee satisfaction, working conditions, or employment rotation (Hauk, 2019; Biriowu, 2020; Wudarczyński, 2013; Cynk, 2016), there are no empirical studies or analysis results concerning all factors determining employment survival.¹ This research gap justifies the need to evaluate the meaning and system of values of the individual criteria for the employee to keep the given job. The priority here is to identify the individual criteria, especially in the context of the variety of the theoretical employment and job constructs. This scientific need establishes the research problem presented below, which serves as the basis for two research questions.

Research problem: Significance of criteria to survive employment at the current job.

Research questions:

1. What are the levels and order of the criteria to survive at the current job according to employees?
2. What are the relations between the sociodemographic factors and the criteria for the employee to survive at the current job?

¹ For the purposes of this study, *employment survival* is understood as keeping the current job due to the decision of the supervisor or the employee. This is not about maintaining employment at the company, but about keeping the specific job. Employment survival is subject to determinants conditioning continuation of employment at the given job.

This analysis will help establish the significance of individual work factors in the context of employment at the given job and indicate the determinants for maintaining certain, stable, and most importantly continuous employment. Answering the presented research questions will make it easier to further study the problem of employment survival as a new research category and conduct more specific empirical studies.

The researched problems are covered further in the article. They follow the review of professional literature covering employment statuses, establishment of the survival criteria verified in the pilot study, and presentation of the research methodology. Subsequent chapters are dedicated to presentation of the research results, discussion of said results and the conclusions drawn from them, and establishment of the future directions of research.

The originality of the presented material is demonstrated in the following aspects. The results show a completely opposite trend in the importance of factors at the organizational level than in macrosocial studies. Two groups of factors influence the decision to continue employment in a given position. The group with a high level of significance consists of, in the following order: prestige associated with the job position, work-life balance, regulations, employee performance, and physical working conditions. The results have been presented a structure of importance, where criteria previously perceived as important elements in human resources management (e.g., competences and qualifications, professional development, and personal characteristics) are of little importance. At the same time, this structure demonstrates a significant increase in the importance of prestige as a social evaluation of one's job position. The high ranking of Work-Life Balance confirms that work-life balance is also important for the new generation of employees.

2. Literature review

2.1. Employment and work theories

This literature review focuses on the aspects impacting employment survival at the given job. The impact categories selected for research are presented in Figure 1.

The labour market structure and nature of employment have never been as dynamic as they are today. The new job categories mean changes in not just the modes of work, but also in the perception of regular jobs. In order to survive and grow on the job, employees need to learn how to navigate a flexible world where careers are determined mainly by the ability to adapt. From this perspective, the dependency of the impact of the new working models on the stability of employment at the given job is clear. In recent years, the challenge of relocating work outside of the company's location emerged. The research on nomadic, remote, and hybrid work conducted during that time collectively demonstrated that the most desired way to work is the

hybrid model (Sidor-Rządkowska, 2022; Król, 2022; Mączyńska, 2020; Penc-Pietrzak, 2023; Stoian et al., 2022; Łukasiński, Wójcik, 2023; PARP, 2021) , which fulfils the need for direct contact with colleagues, makes it easier to balance work and home responsibilities, saves the time needed to commute to work, and offers flexibility in terms of working hours and locations.

Unfortunately, these work models also entail some negative impact, as they reduce employee motivation and self-discipline. This, in turn, reduces efficiency. There is also the problem of balancing professional and personal life.

Platform-based work involves the problem of providing employees with occupational health and safety standards and social basics like vacations or insurance (Dobrzyńska, 2020). The business and social risks are transferred to platform workers (Niebler, Altenried, Macannuco, 2020). The high level of work fragmentation entails low earning potential and the need to explore alternative or additional sources of income (Ostój, 2024; Piasna, Drahokoupil, 2020).

NEW JOB CATEGORIES	EMPLOYEE RETENTION	ORGANISATIONAL BEHAVIOURS
• Rising short employment model trend • Rising hybrid job model popularity • Position of employees weakened by employment outsourcing • Job sharing & employee as a solution to retain the job • Work digitisation and automation as a determinant of the direction and pace of employee competence adaptation	• Job-specific adaptation as an indirect employment retention tool • Positive impact of job crafting on employment stability • Job hopping as a generation Z trend • High employability is desired • Complementary resources in labour migration • Strategies of employing and retaining employees as an element of the retention strategy	• Positive relation between satisfaction and employment retention • Motivation as a building block of employee engagement • Engagement as the results of organisational culture transparency • Maintaining bonds as a challenge in interpersonal relations • Satisfaction acting as a mediator between work-life balance and employee rotation

Figure 1. Selected categories of impact on maintaining employment at the given job.

Source: Original work.

As platform workers have less education, there is also the risk of escalating social dysfunctions like stigmatisation (Ostój, 2024). Nevertheless, this is an easily accessible form of work, which offers financial independence from specific employers (Bakalarz, 2019).

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The results of work digitalisation and automation research indicate the need to quickly elevate employee competences in order to adapt everyone to the dynamic changes in the virtual labour world (Parker, Grote, 2020) and the need of an individual approach to employing so-called knowledge workers (Mirowski, 2021). As it is rather hard to provide autonomy, a sense of independence, and motivation, such people are hard to retain for extensive time.

There are also other work models – which offer employees a much safer alternative than temporary job agencies – being taken into consideration: employee sharing and job sharing. In the first instance, the main advantage is a full time contract guaranteeing a full time workload (Marica, 2020). Meanwhile, the benefits of sharing a job include more free time without the need to sacrifice career development at the employer company. Despite the part time hours, the employees retain the right to employee benefits for full time jobs (Crampton et al., 2023).

The length of employment at the given job is also determined by employment retention. The studies point to the job of line manager, who – due to regular communication with employees – has the best chance to learn their expectations and assess potential intentions to quit the job (Lipka, 2011). What is important here is three-way marketing impact, where the efforts are not limited to attract new and regain former employees, but mainly aimed to appease current ones. It is believed that the most important factor in developing emotional attachment to the company among employees is based on interpersonal relations (Spychała, Bartecki, Brzóska, 2019). The tendency to change jobs has been demonstrated to be diverse for different groups of employees (Kielczewska, Rozbicka, 2023). One trend is dangerous: job hopping, which is the domain of millennials and Generation Z (Lake, Highhouse, Shrift, 2018). It is established that the factor with the greatest impact on quitting a job is the salary (Pelczewski, 2023). This is followed by no promotion potential and a poor atmosphere in the workplace. Characteristics in the workplace persuading employees to keep their jobs include the following: sense of belonging in the workplace, satisfaction from work, benefits and rewards, attachment to the professional community, and quality leadership (Rubenstein et al., 2018). Furthermore, rotation has been established to have a negative impact on employee productiveness (De Winne et al., 2018). When it comes to labour migration, domestic workers are less attractive, because they expect higher salaries (Kruhlaya, Molenda, 2020). While migrants may be competition for domestic workers, it is important to note that the skills and abilities of both worker groups complement each other (Rolfe et al., 2013).

The ways companies attract and retain employees determine not just their operating efficiency, but also stability of employment. On the other hand, employees aware of the uncertain situation on the labour market are trying to raise their employability. Both of these aspects have considerable impact on the dynamics of changes in the scope of job employment. Literature distinguishes two leading employee selection and retention strategies: the human capital model and the sieve model. In the scope of the human capital strategy, deliberate investment in employees and development of their competences does not just shape personal selection methods; it is also one of the main determinants of long-term cooperation between the organisation and the employee. The objective is to tie the employee emotionally to the company while providing the best available development opportunities (Sobocka-Szczapa, 2014). When it comes to the sieve model, employee attractiveness is measured with the quality and quantity of competences. The qualification sieve may lower organisational expenses², but it requires endless rivalry and companies enforcing such practices may be perceived as having hostile working environments. The impact of outsourcing work on employment stability is also studied (Iheriohanma, Austin-Egole, 2020). Saving costs entails changes in the professional relations between the organisation and its employees to shorten the employment time and reduce administrative control over employees. There are also certain problems in the scope of motivation and engagement in work, which concern mainly external workers employed at lower positions (Grześ, 2017). Due to the dynamics of the organisational environment and the labour market, employers are looking for highly employable people, i.e. those with extensive competences, especially transferrable ones (Marzec, 2010). It is the uncertainty of long-term employment that forces people to develop skills and adapt to the requirements of numerous potential employers instead of just one. Despite a high degree of adaptability and presentation of the skills in question, the attractiveness of the candidate for the job is determined by the combination of general and technical skills, but also those required for the given job (Dasgupta, 2020) or adopted in work models (Rymaniak, 2015). Employability skills are also categorised in various ways, which include SS, a set of 10 skill groups covering 97 specific skills with a high index of professional and sector-specific universalisation (Sarfraz et al., 2018). The two groups of employability determinants – i.e. individual (e.g. competences, experience, predispositions, or psychophysical characteristics) and organisational (e.g. motivation system, employee competence development plan, or organisational structure and culture) factors – have been proven to be complementary (Wiśniewska, 2015). This is particularly obvious when it comes to employees demonstrating unique abilities who can be retained when they are provided with extremely individualised conditions for development and work (Cynk, 2016).

² The entire effort and cost of development and growth falls to the employee. As far as the organisation is concerned, the employee should be a full value asset up front to add value from the very start of cooperation.

Analyses of organisational and job-specific adaptation demonstrate that their overlapping nature seems to indirectly determine the time of employment. The impact of the supplementary and complementary Employee-Organisation adaptation on job satisfaction and consequential positive emotions has been established (Terelak, Jankowska, 2009), along with a high significance of the evaluation of candidate suitability for the given job in the scope of predispositions and qualifications, comparison of professional profiles, and utilisation of the tools used to survey professional usefulness. Adaptation to the job also involves the roles of temperament and working style of the employee (Gajda, 2013). In the context of supporting employee adaptation, the roles of leaders are considered prominent, especially in the scope of self-agency and task-based productivity (Wojczuk-Turek, 2018). Superiors can also affect the attitudes and beliefs of their subordinates by modifying the working environment, i.e. creating pro-development conditions and providing the resources necessary to perform. According to research, the degree of adaptation to the job is the main determinant of employee engagement (Chirkowska-Smolak, 2012; Lipińska-Grobelny, Głowacka, 2009). The correlation between general appreciation of the job and sensitivity to organisational and job-specific adaptation was also examined. The conclusion is that the more important the job is to the employee, the more the employee in question will want to adapt to it (Czerw, Czarnota-Bojarska, 2016). One of the solutions in the scope of job-specific adaptation, which indirectly determines job retention is job crafting. It has been established that crafting the job makes employees more productive and internally motivated and makes them tend to believe that their jobs have meaning (Van Dam, Nikolova, Ruysseveldt, 2013). This proactive approach develops confidence and increases engagement. Job crafting has also been confirmed to influence employee satisfaction (Jatav, Kuriakose, Dixit, 2023). Task and relational job crafting have also been established to have a positive impact on employment stability (Zuma, 2020). Job crafting also helps retain talents by adapting the job to the potential and priorities of the key employees (Abuzaid, 2024).

2.2. Organisational behaviours

The key organisational behaviour elements in determination of long-term employment stability include motivation, engagement, work-life balance, and interpersonal relations. These are important determinants of job satisfaction, although certain ones – like engagement – can be enforced with satisfaction through feedback.

The satisfaction survey confirmed a positive relation between satisfaction and employment retention (Biason, 2020). A satisfied employee demonstrates a greater desire to stay at the given company for a longer time. Five factors determining whether employees decide to stay at the current job have been established (Htun, 2022). In order from most to least significant, they are as follows: regular salary raises, recognition and rewards, retirement benefits, promotion potential, and conditions for self-fulfilment (taking advantage of education, skills, and experience). Retirement benefits are very important as only approximately 20% of the respondents were aged 41-50 years old. However, the survey conducted in the IT industry

established that remuneration was the only one of the elements developing job satisfaction, which had a positive correlation with employee retention. Two of the satisfaction determinants – motivation and engagement – demonstrate a strong interdependence (Steil et al., 2022).

Motivation is a factor in development of engagement, but not all motivated employees will engage in their work. Both internal and external motivation have a positive impact on retention (Shah, Asad, 2018). Motivation is built by material, formal, but also intrinsic rewards. It is also noted that the potential of rewards is not determined by their value (Chama, Matafwali, 2024). When the salary is sometimes unsatisfactory, intangible motivation factors become more important. Such factors include recognition, the opportunity to develop professionally, self-fulfilment, work-life balance, justice, good communication and trust in the workplace, and performance flexibility (Mazur, 2013; Saidi, 2024; Mamkhumbi, 2023).

Scientific studies associate the concept of engagement with organisational culture, which is innovative, transparent, and cooperative. Organisational culture raises engagement as it offers conditions benefiting a sense of recognition and the motivation to perform (Siswanto, 2024). Meanwhile, companies enforcing a rigid and excessive hierarchisation reluctant to change limit the developmental potential of their employees stifle their creativity and develop unnecessary relational barriers, which does not help to retain employees at their current jobs. Other studies demonstrate the key roles of communication, personal development, emotional affiliation, and recognition in building engagement (Dhanya, 2024; Bhakuni, Saxena, 2023). According to the Leader-Member Exchange theory, an individual approach to employees will strengthen their engagement (Presitero, Fujimoto, Lim, 2025).

Interpersonal relations have a similar impact. It is demonstrated that the strongest factor of engagement building involves preservation of relations based on support and understanding (Kulikowski, 2015). The association between relations at work and engagement is moderated by the requirements of the job. The higher the stressfulness, the greater the impact on engagement. There is also the matter of taking advantage of digital technologies at work, which makes it harder to maintain human relations due to the considerably limited possibility to show and receive natural emotional reactions (Robak, 2022). Relations also involve a relation mechanism in the form of the human ability to maintain positive images of each other, one of the most prominent predictors of satisfaction (Seppala, McNichols, 2022). Inspiring superiors or colleagues creates a personal need and willingness to grow. This kind of interaction increases productiveness. Furthermore, teams made up of people demonstrating similar mental models tend to be more efficient.

The next satisfaction determinant with impact on employees deciding whether to stay or quit the job is the balance between personal and professional life. Satisfaction is defined as a mediator between work-life balance and employee rotation (Kuancintami, Heryjanto, 2023). When the working conditions and the quality of personal life are satisfactory, the level of satisfaction with the job rises and consequentially increases employment retention. An imbalance between professional activity and personal life tends to generate stress and

professional burnout, which reduces satisfaction from work and may cause the employee to decide to quit. When the time dedicated to personal and private matters is balanced appropriately, individual productiveness rises. Excessive overlapping of personal and professional matters creates mental discomfort among employees (Susanto et al., 2022).

According to literature, an employee's ability to stay employed at the given job results from an interaction of both individual and organisational factors. Considering the multitude of variables in the employment and work processes, it is important to remember to continuously adapt to the transforming professional reality. Another important factor is the level of conformity in the scope of mutual expectations and obligations in the relation between the employee and the employer and the ability to effectively convey said expectations and obligations into the effects of cooperation. Available studies confirm that the current employment survival form trends and numerous organisational behaviour elements have an impact on employment survival at the current job. However, this impact has been studied selectively and often indirectly and no complete image of the impact of said aspects on the ability to keep the job is available. This proves that this area should be examined in a comprehensive manner in accordance with the premises of the research in question.

3. Materials and methods

3.1. Research subject

The research focuses on the criteria for employees to keep their current jobs. There are ten such criteria established, which are presented in the second column of Table 1.

The *competences and qualifications* criterion covers knowledge, skills, and professional experience. *Knowledge* is understood as that obtained in the scope of formal education and confirmed with diplomas and certificates (e.g. college degree) and the professional kind obtained in the scope of the performed job. *Skills* are the employee's ability to perform specific tasks in an effective manner – in this case, in the scope of professional responsibilities.

Professional experience is the time employed at the given job or given role or given industry and professional progress. The next group is *development*, which is understood as continuous professional improvement. This includes not only the opportunities provided by the employer, but also the employee's desire to continue education and attend training courses. This is the opportunity or readiness to expand skills and competences. *Personal traits* constitute the next moderator of employee attitude. These are the personal traits and individual predispositions of employees, which determine engagement in work, punctual delivery of tasks, and initiative. They include resistance to stress and empathy. The workplace also involves *interpersonal relations*, which define how the employee interacts with colleagues, superiors, subordinates,

or the company's clients and business partners. Such relations include communication, resolving conflicts, cooperation, trust, support, and respect. The next part concerns the *financial benefits* of employment, mainly the basic salary and financial supplements like bonuses. This also includes non-wage benefits, which indirectly help the employee save money. These may include sports cards, medical plans, or discounts for the company's products or services. The next factor group is *work-life balance*, which is the ability to maintain balance between personal and professional life. This balance may be disturbed by having to work overtime, having to be available outside of working hours, or having to work at home because there is not enough time at work to do everything. This is particularly important when it comes to professional burnout. *Physical working conditions* define the external factors of the working environment, which include not just the working premises or job equipment, but also amenities for employees like a cafeteria or leisure zone. Physical working conditions also include the location of the workplace. *Productiveness* is a measure of the employee's effectiveness at work. This is an element of the employee's evaluation, which may serve as cause for termination. Productiveness is associated with results at work, assignment of tasks, and the level of workload.

Table 1.
Employment survival criteria

CRITERION	SPECIFIC FACTORS
Competences and qualifications	• knowledge, • skills, • professional experience
Development	• continuing education, • attending training courses
Personal traits	• engagement in work, • punctuality, • initiative, • resistance to stress, • empathy
Interpersonal relations	• relations with colleagues, • relations with superiors, • relations with clients
Financial benefits	• salary value, • financial supplements, • benefits
Work-life balance	• working overtime, • being available outside of working hours, • bringing work home
Physical working conditions	• location, • working premises, • workstation equipment, • amenities, e.g. cafeteria, leisure zone
Productiveness	• workload, • productiveness, • task assignment

Cont. table 1.

Regulations	• work discipline, e.g. arrivals, departures, absences, • obeying regulations
Prestige	• approval from friends and family, • social esteem of the given job

Source: Original work.

The factor named *regulations* concerns obedience of the policies and formal standards enforced by the organisation. It also applies to working discipline, mainly arrivals to work, departures from work, and absence from work, which are the main determinants in the context of continuing employment. Having the natural need for approval, employees also hold *prestige* in high regard. This criterion covers the social esteem towards the job and the opinions of family and friends concerning the job.

3.2. Research methods

The surveying methods were selected with consideration of the research problem and with the aim to answer the specific research questions. A quantitative study involving a diagnostic survey in the form of an original questionnaire was carried out. The questionnaire presented closed-ended questions. The respondents graded the individual criteria on a scale of 1 to 10 with 1 being the lowest and 10 being the highest. The survey was conducted in the spring of 2025 and was based on the CAWI method. It was an open survey and the link was provided to college students, local government representatives, and employees of the education, administration, and health care sectors. 746 responses were recorded, 460 of which were verified positively as satisfying the requirements established in the questionnaire.

The survey involved various statistical methods and techniques, including certain structural measures, Spearman and Pearson rank correlations, selected nonparametric tests, the ANOVA analysis, and a regression analysis as the main tool to establish the correlations between sociodemographic characteristics and the criteria of survival. The relational studies involved a multivariate regression analysis, which means that the results do not focus strictly on impact or determination. In this method, the significant dependence between the predictors and the dependent variable may concern only the co-occurrence of the variables and not the actual impact of one variable on the other.

The survey of relations between sociodemographic characteristics and survival involved analysis of such demographic characteristics as sex, age, education, tenure, and place of residence. In the scope of sex, a classic demographic depiction of said research characteristic was assumed.

Table 2.
Sociodemographic characteristics

CHARACTERISTIC	CHARACTERISTIC VALUES
Sex	• female, • male
Age	• < 20, • 21-30, • 31-40, • 41-50, • > 50
Education	• Elementary. • Middle school. • Basic vocational. • Secondary vocational. • Secondary. • Post-secondary. • Higher
Tenure	• < 1 year, • 1-5 years, • 6-10 years, • > 10 years
Residence	• urban, • rural

Source: Original work.

The surveyed sample was made up of 68% women and 32% men. The majority, 80%, were aged 21-30, followed by 31-40 (11%), 41-50 (8%), and over 50 (1%). 95% of the respondents have a college education, 2.5% have a secondary education, 1.5% a secondary vocational education, and 1% post-secondary education. 80% resided in urban areas and 20% in rural areas. More than half (53%) had a tenure between 1 and 5 years, and almost the same amount (21% and 20%) had the tenure of respectively 6-10 years and over 10 years. 7% of the respondents had been working for less than one year.

4. Results

4.1. Survival criteria significance system

The first research problem involved establishment of the order and levels of the criteria for retaining the given job according to employees. These results are presented in Figure 2.

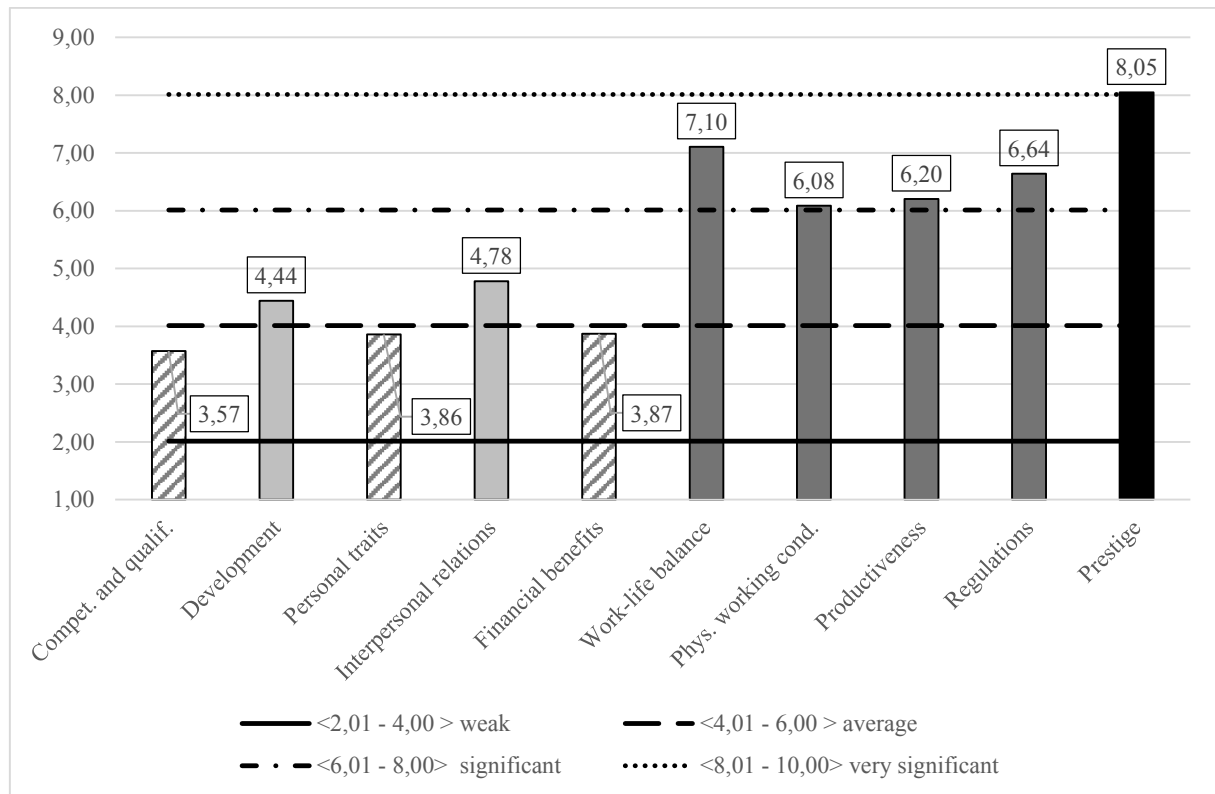


Figure 2. Average values of significance of the criteria of keeping the job in the opinion of employees.
Source: research results.

The most important criterion in the context of deciding to continue employment is the prestige associated with the given job. Next in order the respondents indicated maintenance of balance between personal and professional life. Regulations, i.e. obedience of the standards and discipline enforced at work, were third. This was followed by employee productiveness and physical working conditions. Interpersonal relations came in sixth and were followed by personal development. Financial benefits were seventh, personal traits – the individual employee characteristics and predispositions – were second-to-last, and the least significant determinant chosen by the respondents was competences and qualifications.

The survey results were used to establish four average significance value ranges, which are very significant, significant, average, and weak. Only prestige was deemed as a very significant criterion. Significant criteria include work-life balance, regulations, productiveness, and physical working conditions. Respondents feel that interpersonal relations and personal development have average significance and deemed the significance of financial benefits, personal traits, and competences and qualifications as weak. Interpersonal relations and personal development were deemed average. The factors falling under the low impact range are ranked the lowest. They include financial benefits, personal traits, and competences and qualifications.

The results presented above served to establish the order of significance of the individual criteria in the context of their impact on keeping the given job according to employees and to establish the ranges of significance for said criteria. This part of the research made it possible

to establish the hierarchy and force of impact of the factors determining whether to remain employed at the given job.

4.2. Relations between sociodemographic characteristics and criteria of survival

The analysis of sociodemographic characteristic regression demonstrated that only two characteristics – sex and education – have comprehensive impact on the selection of criteria. This impact is limited to five of them. Significant criteria include regulations, productiveness, and physical working conditions, development is average, while financial benefits are weak. Education seems significant only for physical working conditions, while sex is significant for the four other ones: development, financial benefits, productiveness, and regulations.

Table 3 does not highlight the collective impact of education in relation with professional development as significant as the value of this parameter – 0.054 – exceeded the value of $p < 0.05$ and was therefore not statistically significant. Each of the five criteria established in relation with characteristics is assigned just one sociodemographic characteristic, which means that the relation is highly oriented. Prestige, which was graded by the respondents the highest, has no relations with any of the characteristics. Sex was closest to being significant, but it failed to reach the bar to qualify as statistically significant ($0.07 > 0.05$).

Cross-sectional studies demonstrate that the impact of sex has a specific regularity. The first five criteria deemed weak and average are dominated by the opinions of males. In turn, the relatively high level of the other characteristics is established mainly by the opinions of women. In this context, it is possible to say that the results concerning the more prospective matters of the essence of work (productiveness, regulations, physical working conditions), the balance between personal and professional life, and prestige are determined mainly by women.

Meanwhile, the classic employee matters (outside of productiveness) ranked lower in the surveys continue to be dominated by men. The second characteristic – age – is statistically significant only in one age group. Only employees aged 31-40 demonstrate a statistically significant correlation with financial benefits. The third characteristic – education – clearly demonstrates the sectional significance of the qualifying groups as the specific types of education are significant together with various criteria. Secondary vocational education demonstrates significance together with two criteria: competences and qualifications as well as physical working conditions. There are significant correlations between post-secondary education and two of the criteria, which are personal traits and interpersonal relations. General secondary education does not demonstrate any significant relations with any criteria. The result concerning development and regulations is impacted by the group of employees with a higher education. The structural surveys of individual characteristics demonstrate that tenure and residence are insignificant in the clarification of the significance ranking.

Table 3.

Results of the regression analysis for significance of sociodemographic characteristics in establishment of the opinion on employment survival criteria

Cechy	Kryteria przetrwania na stanowisku																								
	Kompetencje i kwalifikacje					Rozwój zawodowy					Cechy osobnicze					Relacje interpersonalne					Korzyści finansowe				
Efekt	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p
Wyraz wolny	72,43	1	72,43	9,48	0,00	342,50	1	342,50	57,12	0,00	248,90	1	248,90	40,37	0,00	178,93	1	178,93	39,08	0,00	73,32	1	73,32	11,62	0,00
pleć	0,07	1	0,07	0,01	0,92	23,61	1	23,61	3,94	0,05	15,26	1	15,26	2,47	0,12	3,50	1	3,50	0,76	0,38	40,67	1	40,67	6,44	0,01
wiek	16,59	4	4,15	0,54	0,70	4,85	4	1,21	0,20	0,94	27,34	4	6,84	1,11	0,35	11,90	4	2,97	0,65	0,63	19,33	4	4,83	0,77	0,55
wykształcenie	54,44	4	13,61	1,78	0,13	56,23	4	14,06	2,34	0,05	48,14	4	12,03	1,95	0,10	28,39	4	7,10	1,55	0,19	17,23	4	4,31	0,68	0,60
staż	5,88	3	1,96	0,26	0,86	32,03	3	10,68	1,78	0,15	2,03	3	0,68	0,11	0,95	7,73	3	2,58	0,56	0,64	0,37	3	0,12	0,02	1,00
miejsce zamieszkania	1,75	1	1,75	0,23	0,63	0,01	1	0,01	0,00	0,98	0,47	1	0,47	0,08	0,78	12,37	1	12,37	2,70	0,10	5,99	1	5,99	0,95	0,33
Błąd	3406,42	446	7,64			2674,25	446	6,00			2750,03	446	6,17			2041,82	446	4,58			2814,87	446	6,31		
Cechy	Kryteria przetrwania na stanowisku																								
	Work-Life Balance					Warunki fizyczne pracy					Wydajność					Regulacje					Prestiż				
Efekt	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p	SS	Stopnie	MS	F	p
Wyraz wolny	571,64	1	571,64	87,50	0,00	449,44	1	449,44	101,64	0,00	329,53	1	329,53	64,02	1,08	278,28	1	278,28	56,73	2,8	586,75	1	586,75	70,32	6,66
pleć	19,65	1	19,65	3,01	0,08	4,55	1	4,55	1,03	0,31	22,70	1	22,70	4,41	0,04	19,16	1	19,16	3,91	0,05	28,10	1	28,10	3,37	0,07
wiek	16,48	4	4,12	0,63	0,64	32,35	4	8,09	1,83	0,12	14,82	4	3,70	0,72	0,58	18,99	4	4,75	0,97	0,42	27,88	4	6,97	0,84	0,50
wykształcenie	20,62	4	5,16	0,79	0,53	49,05	4	12,26	2,77	0,03	33,74	4	8,44	1,64	0,16	37,40	4	9,35	1,91	0,11	24,91	4	6,23	0,75	0,56
staż	2,47	3	0,82	0,13	0,94	11,98	3	3,99	0,90	0,44	20,11	3	6,70	1,30	0,27	6,29	3	2,10	0,43	0,73	40,24	3	13,41	1,61	0,19
miejsce zamieszkania	6,32	1	6,32	0,97	0,33	0,36	1	0,36	0,08	0,78	0,11	1	0,11	0,02	0,89	9,87	1	9,87	2,01	0,16	2,37	1	2,37	0,28	0,59
Błąd	2913,66	446	6,53			1972,05	446	4,42			2295,62	446	5,15			2187,61	446	4,90			3721,46	446	8,34		

Attention: shaded fields ■ designate statistically significant dependencies. Statistically significant items $p < 0.05$.

Source: research results.

The survey of relations between sociodemographic characteristics and the criteria of survival demonstrated a general significant impact on said criteria for two characteristics only, i.e. sex and education. Extensive analysis demonstrated the dominance of women in establishment of the most significant criteria. The level of employee education determined the relation of this characteristic with individual criteria.

5. Discussion

The criteria presented in this study have thus far not been subject to research in the context of impact on retaining employment, including retaining employment at the given job. According to the results, employees believe that the factor with the greatest (very significant) impact is just the prestige associated with having the given job. Previously, prestige had been researched in the context of social transformations (Domański, Sawiński, Słomczyński, 2010) and categorisation of vocations, where the vocation was established as the most credible differentiator of prestige (Wyrzykowska, Zawadzka, 2018; Pokropek, 2008). It also appeared in research as an element of employee motivation (Paszkievicz, Wasiluk, 2022) and the results indicated that it is not a significant determinant, which makes the high ranking of said parameter rather surprising. The leading factor with significant impact is work-life balance. The studies of the impact of work-life balance on employee satisfaction (Kuancintami, Heryjanto, 2023) and of professional burnout (Susanto et al., 2022; Gembalska-Kwiecień, Żurkowski, 2016; Kaczmarek, 2019) seem to confirm the significance of said parameter in the context of employee wellness. Being able to keep a balance between professional and personal life makes it easier to decide whether to stay or quit the given job. Indirectly, this impacts the comfort, attitude, and behaviour of the employee. For regulations, the criterion with the second most significant impact on employment retention, the high ranking is justified by factors including effective provisions of the law and occupational health and safety standards, which normatively regulate employment. In this instance, it is mostly about the decisions made by the employer. Work discipline also involves disciplinary measures, which the research shows to have a negative impact on employee motivation and satisfaction (Pokrzywa, 2024). The sense of injustice caused by disciplinary measures may incline the employee to quit the job, which confirms the significance of said criterion. The next significant factor is productiveness. As basic employee evaluation parameters, workload and efficiency are not just elements of adapting to the job (Chirkowska-Smolak, 2016), but also a measurable determinant of employment decisions. Physical working conditions are the final very significant factor. Previously perceived as neutral, they were considered an acceptable condition of the working environment, modified irregularly and only due to the good will of the employer (Rymaniak,

Lis, 2016). Establishment of this parameter by the respondents as significant is opposite to the previously presented trends.

There is a considerable difference in the average values between the first five and last five criteria. In light of the research, the five highest-graded criteria are the basic ones. The remaining ones can be defined as supplementary and rather insignificant to the employee in the context of continuing employment at the given job. The average impact group includes interpersonal relations and development. The low ranking of the latter is rather surprising because literature indicates it as one of the main organisational behaviour factors (Robbins, Judge, 2012). It is noted that it is very significant in the context of nomadic workers having problems maintaining relations (Robak, 2022). It is also believed to be a significant determinant of emotional attachment to the organisation (Spychała, Bartecki, Brzóska, 2019). Meanwhile, despite the efforts of HR departments carrying out their human capital strategies in support of employees, development seems to have no significant impact to the respondents. The following parameters were graded as rather insignificant: financial benefits, personal traits, and competences and qualifications. The low grade of the latter may indicate that employees do not believe that competences and qualifications can effectively raise their value in the eyes of the employer. The same may apply to personal traits. Financial benefits surprisingly came in eighth, although literature demonstrates rather diverse results in the scope of this parameter. Some studies establish it as the main factor of employee satisfaction (Htun, 2022; Robak, 2013) and employee efficiency (Ciekanowski, 2010), while others claim it has little impact in this scope (Robbins, Judge, 2012). The low impact of remuneration on employee satisfaction may confirm the low significance of financial benefits in the context of retaining employment at the given job.

The analysis of relations between sociodemographic characteristics and survival criteria helped produce interesting conclusions. The statistically significant dependency of the group aged 31-40 on financial benefits confirms the sensitivity of younger employees to basic employment issues that make it possible to secure the means of existence for themselves and their families. This survey studied age from the perspective of demographics, i.e. age groups. Its impact turned out to be very limited. Researchers are Researchers advocate for introduction of multidimensional studies to conceptualise measures ranging from generational cohort to physical appearance in order to capture a social representation of age (Johfre, Saperstein, 2023). The survey confirms the statistical significance of the impact of education. This is particularly important due to the current problems on the labour market in the scope of hiring people to perform simple work. Meanwhile, the significance of secondary vocational education together with physical working conditions evidences that operational staff (mainly production workers) sees the physical aspects of the workplace as equally significant to financial gratifications (Rymaniak, Lis, 2016). The specific result demonstrates significant correlations between post-secondary education and two criteria: personal characteristics and interpersonal relations. Post-secondary education in Poland usually involves learning practical and professional skills.

Therefore, this survey seems to statistically confirm the fact that gaining professional knowledge may be accompanied by development of personal characteristics and social skills. Previous results have confirmed the common drive to obtain a college degree to gain professional (Piotrowska-Marczak, 2013) and social (Kokocińska, 2016) prestige, thus the established significance of higher education together with professional development characteristics is not a surprising result.

The studies of the impact of sociodemographic factors demonstrate a completely different system of correlations than macrosocial research, where the significant factors included age, place of residence, and education (Szubert, 2015). The criteria of age or residence are completely irrelevant in research of employment survival. This creates completely different research and practical perspectives in the scope of management decisions concerning employee survival at the given job and in the organisation.

6. Conclusions

The research aimed to create the category of employment survival attempted to identify the criteria for employees to retain employment at their current jobs. It surveyed the order and significance of the individual criteria according to the opinions of employees. It also analysed the relations between said criteria and the sociodemographic characteristics of the respondents.

The results demonstrate significantly diverse criteria, which are divided into two groups. The first includes the five criteria deemed by the respondents as significant. The criterion deemed most significant is prestige, which is followed by productiveness, regulations, physical working conditions, and work-life balance. The second group includes criteria graded much less significant (13% of the scale value and up). These are interpersonal relations, professional development, competences and qualifications, personal traits, and financial benefits. This creates a structure of significance, where the criteria previously perceived as significant elements in human resources management (e.g. competences and qualifications, professional development, or personal traits) are rather insignificant. Simultaneously, this structure demonstrates the considerable growth of prestige as a form of social evaluation of the occupied job. The high ranking of work-life balance confirms that this balance is important to the new generation of employees as well.

Women played an important role in the development of the presented structure of significance. According to the regression analysis, they had a dominating impact on the development of the five key criteria of survival. Meanwhile, men demonstrated dominance in the scope of less significant criteria. Sex appears in relation with four of the ten criteria, which are professional development, financial benefits, productiveness, and regulations. Generally speaking, education is significant only together with physical working conditions.

However, it should be noted that its individual levels already correlate with six different criteria. This does not include general secondary education, which does not demonstrate significant dependencies. Age is similar, as it does not have general impact on any of the criteria, but employees aged 31-40 demonstrate a significant impact on the criterion of financial benefits. Tenure and residence do not demonstrate any statistical significance with the criteria to keep employment at the given job.

The presented results establish new theoretical foundations for the category of survival and may serve as a database of practical information for management in the scope of maintaining employment. As this was a one-off survey, ongoing monitoring of the situation would require longitudinal studies. 80% of the respondents in the research sample are aged 21-30, the so-called generation Z, which means it would be beneficial to expand the research over a more representative segment of the other age groups.

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