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MASTER THESIS

Moderuojantis nuotolinio darbo poveikis darbuotojų motyvacijai, nulemiančiai įsipareigojimą organizacijai.	Moderating Effect of Teleworking on the Influence of Employees' Motivation on Organizational Commitment
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INTRODUCTION

The role of labor capital is as important as it is difficult in post pandemic world. Employees as their employers are also going through a rough patch. Through this period, the transition to teleworking, then subsequent return to the offices for majority, and other myriad of complications that created by these developments have bad influence for their professional and personal lives. Besides implementing many different strategies and measures to navigate organization during this unprecedented crisis, employers need to motivate their employees by signaling how valuable they are and creating work environment that will help them to keep commitment to organization at high level. While some employees through the world argues, protest with the created working possibilities and demanding new or traditional measures, others at times when most of the businesses experience difficulties, unemployment rate raises, some employees might start to appreciate and be more committed to their organization just for having it. It is important to understand whether employee's intrinsic motivation affect more to their organizational commitment or extrinsic incentives play more detrimental role while teleworking

Level of investigation of the topic analyzed: During this short amount of time for studies, there have been done some research and couple case of countries on how to keep motivating employers during COVID-19. Hamilton Place Strategies, in partnership with Replica, had published the results of their research on June 16, 2020, about the influence of pandemic on work environment and motivation of employers in United States. According to the report, most employees prefer to work in the office (barring safety environments) as they felt an office setting was “very important” for collaboration and innovation. Moreover, they feel less connected to coworkers or are having difficulty communicating with each other because of transition to remote work according to survey (Smartsheet, 2020). Next, there is need to mention current vaccination process as it has certain impact on workplace of many employees. While some of them getting used new remote environment, vaccinated workers get opportunities to come back their offices or workplaces. This issue also creates uncertainty with unpredictable ongoing situations which creates or changes the rules by government authorities that have been considered to overcome spread of the virus. Research concerning intrinsic and extrinsic motivation and its effect organizational commitment have been analyzed by several scholar in past (Choong Yo et al.; Joo B, 2011. et al., 2009; Hayati, K., et al., 2012; Novitasari D., 2020) and several results were generated. In this paper, the focus also will include present time and comparison between previous results going to be made.

Research gap: However, these findings do not precisely explain this problem as impact of intrinsic and extrinsic motivations on organizational commitment during COVID-19 unexplored and how to implement proper motivational actions to keep workers highly committed whether they work from home or in office is still questioned to find out. Moreover, concerns that raised with pandemic brought new issues that companies should consider with new safety measures to let employees work in high standardized and productive environment. And governments throughout these two years changed regulations, with many COVID-19 waves and forcing companies to adjust and have several transitions regarding that which also brought uncertainty for employees.

Novelty of the master thesis: This study aims to analyze the impact of intrinsic and extrinsic motivations on organizational commitment of employees during pandemic and determine what are the mostly valued employee motivations considering new requirements for COVID-19. Therefore, new phenomenon for most of the work industries, teleworking also will be participate in this thesis research and will play its role as moderator between employee motivation and organizational commitment.

Scope of this research besides timelapse also have specific countries to be involved. For this thesis respondents from Lithuania and Estonia who have experience of working remotely will participate in survey to analyze the variables with its own questionnaire. These two Baltic countries will surely bring novelty as no research was done concerning these two countries motivation effect on organizational commitment previously.

Research question (problem) of the master thesis: How intrinsic and extrinsic motivations affect organizational commitment of employees who work remotely during COVID-19?

The aim of the master thesis: Determine the impact of intrinsic and extrinsic motivations on teleworking employees' organizational commitment. Find out how teleworking creates or participates in relationship between other variables and if there is strong moderating effect of it.

Objectives:

- To study intrinsic and extrinsic motivations and types of organizational commitments and relationship between these variables of thesis
- To analyze intrinsic and extrinsic factors that affect organizational commitment during pandemic

- To examine the impact of teleworking on employee motivation and organizational commitment
- To investigate the expectations of employees with survey whether they have strong commitment with intrinsic motivations or receiving extrinsic benefits help them to keep with companies' objectives
- Find out with statistical analysis if remote work plays detrimental role between those variable and compare motivation effect on organizational commitment with previous research.

Research method: The primary purpose of this Master thesis is to analyze the impact of intrinsic and extrinsic motivations on organizational commitment during COVID-19 pandemic and determine what are the most valued motivators to be fully committed and keep high level productivity during these uncertain times while employees having transition from offices to remote working environment. Therefore, some available literatures have been analyzed and sociological survey will be carried out among employees of different organizations and especially, multinational companies, to analyze the motivation policy of their organization, which motivation type are essential for them to be committed their work. Quantitative method will be used such as survey and statistical method. Statistical method will analyze the results of survey. To check the reliability of survey results Cronbach Alpha test going to provided. Results will be presented using descriptive statistics, comparison of demographic means, regression analysis and moderation analysis. However, in case of rejected moderation analysis, alternative model suggested for this paper.

Structure of the Master thesis: This study is focused on the impact of employee motivation on organizational commitment, and the main scope of study covers the period between April 2020 to present as research covers the period of COVID-19 pandemic. The choice of this period is to understand changes that COVID-19 brought between past and present effect of employee motivation on organizational commitment and how teleworking also affects to those changes and moderates with other variables. The study will analyze theoretical analysis of variables and after determining the impact with quantitative method.

Literature Analysis Plan

As it is compared with financial resources, human resources have the capability to create competitive advantage for their organizations. Employee performance depends on many factors, such as motivation, appraisals, job satisfaction, training and development and so on (Nohria, Groysberg &

Lee, 2008). However, this research focuses solely on employee motivation and its impact on organizational commitment as both intrinsic and extrinsic motivation as self-determination theory (STD) has been shown significant influence on it. Moreover, to bring more novelty the relationship and new factors of teleworking to those variables will be investigated which is on a rise during COVID-19. Moderating analysis created by Adam F. Hayes used to check effect of teleworking as moderator.

1. THEORETICAL ANALYSIS OF INTRINSIC AND EXTRINSIC MOTIVATION AND JOB COMMITMENT IN THE CONTEXT OF TELEWORKING

1.1 Theoretical aspects of employee motivation

1.1.1 Employee motivation

SDT is a macro theory of human motivation that has been successfully applied across domains including parenting, education, healthcare, sports and physical activity, psychotherapy, and virtual worlds, as well as the fields of work motivation and management (Deci and Ryan 1985, Ryan and Deci 2017). The type of motivation people has for their professional activities has an impact on both their performance and their well-being, according to SDT. As a result, SDT distinguishes between different forms of motivation and believes that various forms of motivation have functionally distinct catalyzers, concomitants, and outcomes.

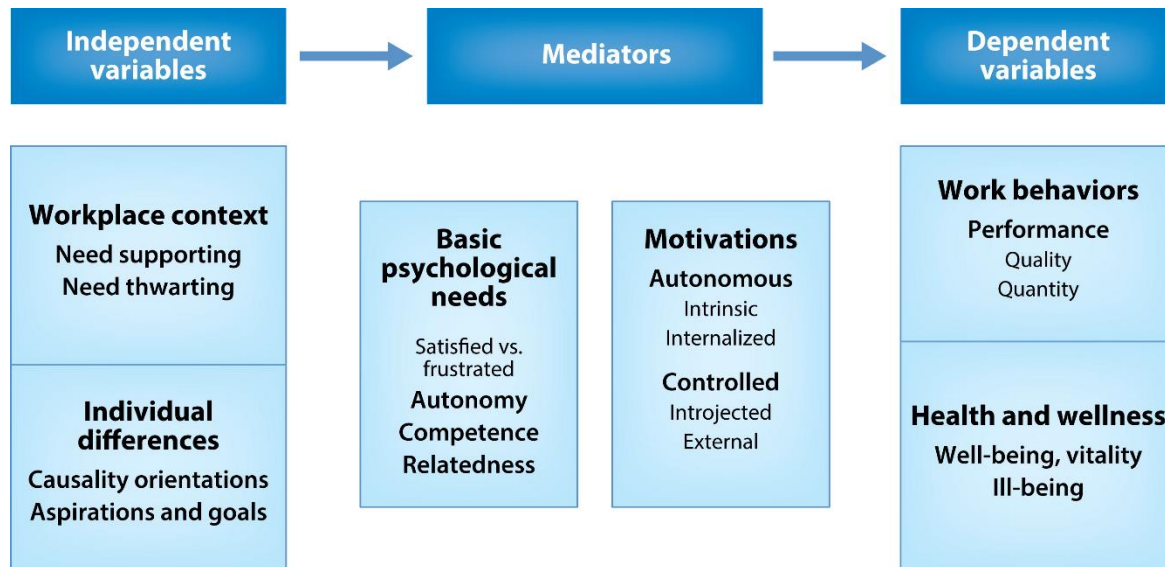
People who are engaged in an activity with a complete feeling of willingness, volition, and choice are said to be autonomously motivated. Activities that are independently regulated are frequently intrinsically motivated. However, perhaps more importantly for the workplace, extrinsically driven tasks may also be autonomously motivated—that is, done with authenticity and vitality—under the appropriate circumstances. Individuals are more autonomously motivated and dependably perform better, learn better, and adjust when they grasp the value and purpose of their occupations, have ownership and autonomy in carrying them out, and receive clear feedback and supports. Extrinsic focus, on the other hand, can confine the range of employees' efforts, provide short-term improvements on focused goals, and have negative spillover effects on subsequent performance and work engagement when motivation is managed, either through contingent rewards or power dynamics (Ryan et al., 2017).


DT's mini theories have broad implications for organizations (Gagné and Deci, 2005), and various study reports on SDT constructs inside work organizations have recently appeared in the empirical literature. One of the most important ones can be reviewed here. **Figure 1**, created by Ryan and Deci (2017) shows the broad SDT model of work motivation using these fundamental features of SDT as applied to the work domain. The social context factors and individual difference variables are the two basic sets of independent variables in this model. Organizational supports versus thwarts of employees' core psychological demands for competence, relatedness, and autonomy are the most

important social environment variables, and they are thought to be heavily influenced by managerial styles. The three needs' supports are frequently combined, despite the fact that most of research have only looked at autonomy support.

Figure 1

The basic self-determination theory in the workplace



 Deci EL, et al. 2017.
Annu. Rev. Organ. Psychol. Organ. Behav. 4:19–43

Source: (Deci and Ryan, 2017)

Based on this figure we can underline three motivational orientations that employees can generally experience are an autonomy orientation that is proactive and interested, a controlled orientation that is focused on external contingencies to guide behaviors, and an impersonal orientation that lacks intentionality and is concerned with avoiding assessments and failures. Each of these can be differentially salient to employees, and in some research such orientations have been primed in individuals (Weinstein and Ryan, 2010). Another measure of individual differences in SDT is extrinsic versus intrinsic aspirations or goals, which have been used in some studies of workplace motivation and satisfaction by Sheldon and Krieger (2014).

The fundamental SDT component for predicting workplace outcomes is autonomous motivation. It is made up of both intrinsic and well-internalized extrinsic motivation reports from employees. According to the theory, when people can identify with the worth and relevance of their task, they will be more motivated to do it. Fernet, Gagné and Austin (2010) discovered that autonomous job motivation linked to decreased burnout in a study of more than 500 college

employees. Employees' autonomous motivation for their jobs was linked to more work satisfaction and less emotional exhaustion, according to Richer, Blanchard and Vallerand (2002) research on business school alumni. Work satisfaction was linked to lower turnover intentions, while emotional exhaustion was linked to higher turnover intentions. Importantly, the level of intention to leave was a predictor of future employee departures.

Intrinsic (i.e., autonomous) motivation was found to be positively predictive of knowledge sharing (i.e., performance), but external (i.e., controlled) regulation was found to be adversely predictive of imparting knowledge and unrelated to receiving it, according to Felin and Foss (2009). Kuvaas et al. (2009) discovered that intrinsic motivation for work among public sector employees influenced their self-reported work performance in another study. Fernet, Guay, Senécal, and Austin (2012) investigated school principals' autonomous and controlled motivation, finding that autonomous motivation was negatively associated to work tiredness but favorably associated to job commitment, whereas controlled motivation was positively associated to weariness.

Autonomous motivation has also been investigated as a mediator of relationships among other variables. Fernet, Austin, Trépanier, and Dussault (2013) discovered that employees with high levels of autonomous motivation had less stress in the face of high job demands than those with low levels of autonomous motivation. Grant and Berry (2011) found that personal initiative only predicted objective performance indicators for those who were high in autonomous motivation and low in controlled motivation in two experiments.

According to SDT, these varied types of extrinsic motivation are salient to different degrees in workplaces, and each has predictable consequences. For example, some work environments foster more autonomous motivation and engagement in their employees, whereas others have them focused more on external contingencies or managers' approval (Deci et al., 2017).

Employee motivation is a widely practiced exercise now across all corporate sectors, the idea of motivation is derived from a Latin word "movere" which means "to move" and motivation is what moves the employees from weariness to attention (Mohsan et al., at 2011). There has been done several research concerning this subject matter along with several theories. The lack of motivation within an organization greatly affects the productivity (Skudiene and Auruskeviciene, 2012). When influencing their workers for the best results, an organization must consider different factors such as social, structural, and personal forces.

Motivation intends to encourage behavioral alteration. Motivation is an important tool to empower an individual to meet specific goal and objectives. Grant (2008), on his research on employee motivation, states that motivation helps to enhance profitability, execution, and constancy. Comparing to highly motivated employees, less motivated employees are more arranged towards freedom and self-reliance along with more self-propelled impetus towards their job. Comparing to less motivated employees, employee responsibility towards their work also increases in case of highly motivated employees' (Guay, Vallerand & Blanchard, 2000).

Nowadays, when a manager expresses positive gratitude to his or her employees, it is seen as a positive sign for the whole team, and they become more inspired as a result. People in an organization usually function as a family, which can often detract from employee motivation and morale. However, the employees are not always motivated by incentives, prizes, etc. along with other factors of extrinsic rewards (Sherif and Prasetya, 2014).

There are two types of motivation, intrinsic motivation, and extrinsic motivation (Mohsen, Nawaz, Khan, Shaukat, 2004, Gagne, 2005, George and Sabapathy, 2011). Thomas and Velthouse (1990) defined intrinsic motivation as "a positively valued experiences that an individual employee gets directly from their work tasks", stems from a direct relationship between the doer and the task (George et al., 2011), depend on employee's volition to predict her behavior (Dwivedula, Ravikiran & Müller, 2011). They are self-motivated because they enjoy performing the actual tasks or enjoy the challenge of successfully completing the tasks (Mohsen et al., 2004).

1.1.2 Intrinsic motivation

This is a particular type of self-motivation or autonomous motivation. It refers to acts whose incentive is derived from the conduct itself. When intrinsically motivated, the "rewards" are provided by the activity's spontaneous experiences of pleasure and delight. Intrinsic motivation is a ubiquitous human phenomenon, but it is exemplified in the play of children, who enthusiastically engage in activities without external rewards or prompts (Deci et al., 2017). Intrinsic motivation, on the other hand, may be found in adult hobbies such as sports and avocations as well as other activities, and it is also essential even in the job and level of performance. Employees can be intrinsically driven for at least some aspects of their professions, if not all of them, and when they are, they are more likely to produce high-quality work and be healthy.

Intrinsic motivation is a form of motivation that stems from people's natural interest in new and challenging activities. Intrinsically motivated behaviors do not require external rewards; rather, they are an expression of a person's sense of who they are, of what interests them. Intrinsically motivated behaviors have what is referred to in attribution theory as an internal perceived locus of causality; people experience the causes of their intrinsically motivated behaviors to be internal to themselves (Deci and Ryan, 2010). When employees are intrinsically motivated, they find their work to be inherently intriguing, which implies their attention is more concentrated and their effort is more intense and persistent. Working itself is a reward in and of itself (Gagne et al., 2005).

Employees' intrinsic motivations, such as morale and work satisfaction, are connected to their fundamental needs for relatedness, integrity, and autonomy. Their intrinsic motivations are fueled by the feelings they experience when performing specific tasks at work. These intrinsic motivations can help them achieve better results at work. If they enjoy their work, this will lead them to engage in more positive behaviors. As a result, high organizational commitment is an outcome of their subjective sense of well-being. From the important part of Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. (2017) findings that organizations should address intrinsic and extrinsic motivations as separate motives. With respect to the employee outcomes their study determined that organizations should focus more on increasing employees' intrinsic motivation rather than extrinsic motivations (Kuvaas et al., 2017)

Employees' commitment and behavior can also be motivated for intrinsic reasons. Rather than being instrumental toward some other object of value, intrinsically motivated behaviors are themselves enjoyable, purposive, and provide sufficient reason to persist (Pinder, 2014). However, some research done to determine the effect of intrinsic motivation on multitasks as most of the jobs contain from multiple tasks. While previous research has shown that intrinsic motivation can improve task performance, jobs are made up of numerous tasks, and it needs to be known how intrinsic drive in one work influences performance on others (Shin and Grant, 2019). Employees will feel a sense of belonging when they work for a fair and trustworthy company that participates in CSR activities. Their intrinsic motivations will be influenced by their employers' CSR efforts, since they are content with their current work climate. They will believe that their bosses push them and inspire them to express themselves. Besides enhancing the employees' productivity and creativity, CSR may also boost employees' commitment to their organization and feel more motivated doing multiple tasks.

According to one study of police officer work experiences (Otis and Pelletier, 2005), which indicated that when the officers perceived their supervisors to be high in autonomy support, the officers were more intrinsically motivated for work. They also stated that they had greater intents not to leave their employment, that they had fewer problems at work, and fewer health symptoms.

1.1.3 Extrinsic motivations

In terms of how extrinsic motivation influences employee commitment, empirical debate has become even simpler and clearer. There is no doubt that extrinsic motivation has a positive direct impact on success when used alone. Most people have no choice but to work for a living, and thus the ability of a job to satisfy material needs will clearly elicit motivation among workers (Wiley, 1997).

Extrinsically motivated behavior involves doing an activity to attain a separable consequence, whether tangible or otherwise (Deci et al., 2017). Extrinsic motivation, in other words encompasses with all instrumental behaviors such as the umbrella term. Rather than viewing all extrinsic motivation as “bad”, SDT has always maintained that extrinsic rewards can have different functional significances that lead to enhancements, diminishments, or no effects on intrinsic motivation (e.g., Deci 1972).

The least-autonomous end of the extrinsic-motivation continuum of autonomy is external regulation. When externally regulated, individuals perceive their behavior as being directly controlled by others, often through contingent rewards and threats, therefore, external regulation can powerfully motivate specific behaviors, but it often comes with collateral damage in the form of long-term decrements in autonomous motivation and well-being, sometimes with organizational spillover effects (Deci et al., 2017).

Jobs enable people to grow their careers and provide for their families in addition to meeting immediate and essential extrinsic personal needs. As previously stated, when extrinsic motivation focuses at least in part on such longer-term positive personal goals, it is considered to be less controlling and more autonomous, and desirable from the standpoint of healthy adjustment (Gagné et al., 2005; Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009).

Employers may find it easier to motivate and support extrinsic motivators, but they do not always last as long as intrinsic motivators. Employers may encourage extrinsic motivation by allowing supervisors who supervise workers directly to reward them with items like pay raises, time

off, promotions, benefits, and other tokens of appreciation. Upper management should think about the incentive structure, what can be actually given to staff, and what the organization can afford, or get innovative and come up with budget-friendly ideas.

Employees that are externally motivated often do not enjoy their jobs but are encouraged to do well by a reward, compensation, advancement, praise, or the avoidance of any unpleasant repercussions (Mohsen et al., 2004). The consideration of the internal and external bases of motivation leads to the conclusion that work motivation is a multidimensional concept (Dwivedula et al., 2011).

Extrinsic motivation, as it helps people to think, prepare, and behave in the long term, can help to avoid or reduce stress and place people on the path to life satisfaction, to the extent that it is within their control. There are, of course, exceptions. If one's value choices are based on impressing others or overcoming self-doubt by showing off, one has surrendered control of one's life and may experience a life of not so quiet desperation (Locke and Schattke, 2019).

Extrinsic motives, on the other hand, differ from country to country. For example, if we do study on employees in the United States and China, the results may reveal that extrinsic incentive has a greater impact on organizational commitment in China than in the United States. This is because Chinese workers are more susceptible to such incentive shifts than American ones.

1.2 THE EFFECT OF TELEWORKING ON EMPLOYEE MOTIVATION

Telework, which refers to work performed or organized by means of new information and communication technologies (ICTs) from inside or outside an employer's premises, has become increasingly popular among organizations (Allen et al., 2015; Messenger, 2019). Employees in many firms today frequently work from home (i.e., telecommuting), satellite offices, neighborhood work centers, and on the road. Its incidence is related to the degree of technological development in diverse countries, while its adoption is connected to cultures of work and economic structure (Eurofound, 2017). As a result, across countries, its diffusion varies from 20 and 16 per cent of all employees in the workforce in the United States and Japan, respectively, to only 2 per cent in Argentina (Messenger, 2019).

The future is looking brighter thanks to measures gathered during the epidemic, thanks to new vaccine research and restrictions being lifted, and given the reduced spread of the virus. Companies and enterprises may be able to resume operations as they were prior to the epidemic. However, working remotely indefinitely is a strong possibility, given that many firms have found the transition from traditional workplaces to virtual workspaces to be profitable and well-supported by their staff. Many companies intend to maintain remote working also after the emergency. Benefits for both organizations and workers have been demonstrated: improvements in performance, cuts to the costs of "home-work-home" travelling, saving time and organizational resources, and higher employee satisfaction (Barbuto, A., et al, 2020)

Nevertheless, there is a large number of employees that feel great dissatisfaction by working remotely. A study in the United Kingdom showed that, on average, 28% of all employees are likely to be impacted by lower motivation due to the ongoing pandemic and more work from home (Lane4, 2020a).

According to official European statistics, in 2019, 5.4% of employed people in the EU worked from home on a regular basis. This figure has stayed stable over the last decade, whereas the proportion of people who occasionally engage in WFH behaviors has increased (from 6 percent in 2009 to around 9 percent in 2019). The Netherlands and Finland had the highest rates of remote

working (14.1 percent), while Bulgaria and Romania had the lowest percentages (0.5% and 0.8%, respectively).

As of 2020, the COVID-19-related health issue has effectively released the possibility for global telework. The number of people who have shifted to teleworking is said to have risen dramatically in recent months, indicating a major revolution in the history of remote work. If the acceptance of digital flexible working arrangements has been slow and gradual thus far, we are now witnessing an unprecedented acceleration of this phenomena. As a result, the study of remote labor has never been more timely or important (Popovici, V., & Popovici, A. L., 2020).

According to Bill Gates, half of the world's workforce will be working from home by 2050. Whether or not such a large number of individuals will work exclusively from home in the future, this projection seems compelling based on present trends. Many businesses have undergone these transformations because they can save money, improve flexibility, and collaboration, but it is also a result of less reliance on different places and material assets. However, while companies and organizations have voluntarily adopted these new workplaces, the current pandemic and restrictions have forced employers and employees globally to adopt these new working methods. Given the rising trend of working remotely both before and during the pandemic, there has been much research regarding the benefits and disadvantages of remote work and how companies should implement it (Fujii K., 2020). Nevertheless, it is important to question previous research regarding remote work due to the extreme circumstances of the ongoing pandemic (Wang et al. 2021). Since remote working has been considered a positive alternative to the more traditional ways of working, employers need to consider how to create the conditions necessary to stimulate those employees who have not had the ability to adapt to this new way of working by choice (Wang et al. 2021).

1.2.1 The Role of Teleworking in the Covid-19 Crisis

Telework provides greater flexibility and a healthy work–life balance while lowering the environmental effect of mobility. Despite the benefits, the adoption of teleworking methods in Europe, particularly home-based telework, is proceeding more slowly than anticipated. The economic crisis is considered a reason that justifies this delay, although teleworking was originally attributed to the oil crisis of the 1970s (Belzunegui-Eraso, A. et al, 2020).

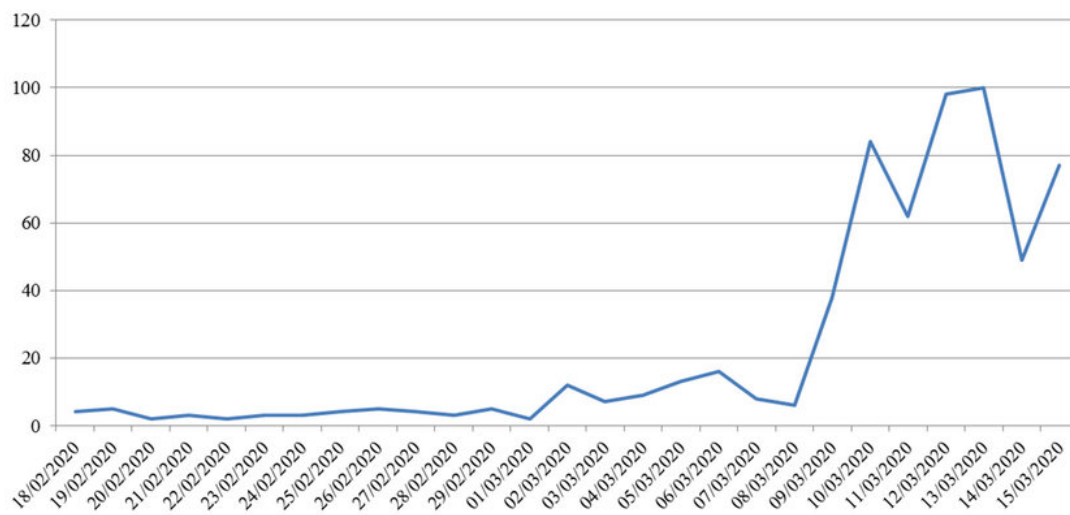
As a consequence of the measures to protect residents from the coronavirus diseases, working remotely has rapidly experienced a return in this context (Covid-19). Several governments advised

that enterprises support teleworking at the start of 2020 to avoid employees congregating in the same place. To quote an example, the Spanish Health Minister, Mr. Illa, asked companies to promote telework as a measure to face the coronavirus in Spain on March 2020, and several protocols were published to help companies in their implementation of telework (Belzunegui-Eraso, A. et al, 2020).

Furthermore, the number of searches for the phrase "teleworking" on Google in Spain has increased significantly during this period which can be seen from the Figure 2:

Figure 2

Evolution of searches for the term "teleworking" on Google in Spain.



Source: Belzunegui-Eraso, A., & Erro-Garcés, A. (2020).

Despite several authors such as Chung K. (2018) emphasizing the definition that associates telework with the concept of working from home, telework simply involves working outside of the employer's premises with the assistance of ICTs, and therefore it can happen from various locations (home, office, and other places) using different tools (e.g., mobile teleworking) and with varying frequency. As an example of these modalities, the Statistical Indicators Benchmarking the Information Society (SIBIS) in 2003 defined four different modalities of telework: telework from home, mobile telework, freelance telework in SOHOs (small office/home office), and telework done in shared facilities outside of organizations and the home (Belzunegui-Eraso, A. et al, 2020).

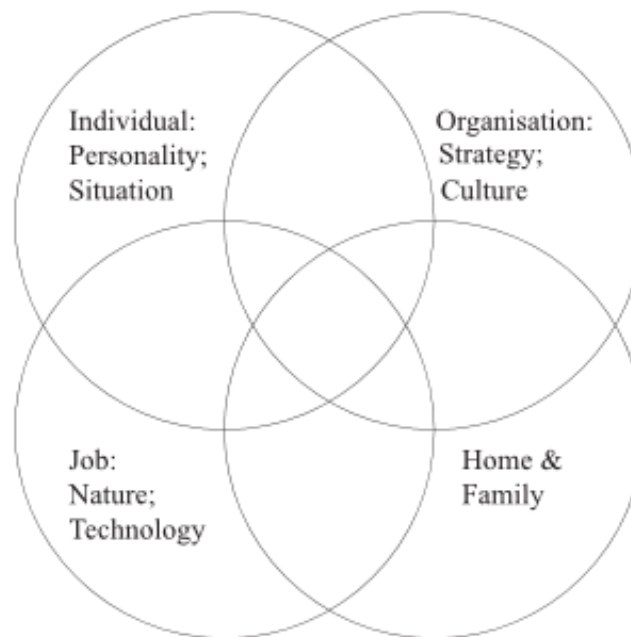
On the negative side, remote workers may face a variety of personal and professional obstacles, which can have an indirect impact on the company's overall well-being. For example, individuals may face challenges in terms of exposure and access to professional and training

opportunities (Leslie et al., 2012). Furthermore, there is a risk that people working outside the workplace will become socially isolated (Charlampous et al., 2019). From a company's perspective, this is a rather peripheral feature of telework, but it has a significant psychological influence on the individual and the community at large.

According to Baruch and Nicholson (1997), telework is influenced by four elements: individual characteristics, job factors, organizational factors, and family/home aspects (**Figure 3**). They emphasized that these four requirements must be met in order telework to be practical and effective.

Figure 1

The four factors of telework



Source: Baruch and Nicholson (1997)

Sener and Bhat (2011) used data from the 2007/2008 Chicago Regional Household Travel Inventory (CRHTI), which included over 1500 telecommuters. They found that various demographic and work-related characteristics had a significant impact on telework. To close the gap reported in previous research, characteristics such as gender, presence of children in the home, totally flexible work-related schedules, and jobs in real estate, renting, or leasing occupations were much more likely to telecommute. They also discovered that various parameters connected to the commute journey and

work location influenced the decision and frequency of telecommuting. Individual, organizational, and family/home aspects are all represented by the examined factors (Walls M. et al, 2007).

The model provided by Baruch and Nicholson (1997) can be supplemented with other elements that promote the growth of teleworking. Among these additional concerns, environmental, safety, and legal considerations should be taken into account in this new method of organizing work.

The spread of Covid-19 has generated a crisis on two levels: health (the WHO has classified it as a pandemic) and economic (most countries afflicted by this virus are projected to experience economic recession). Therefore far, there haven't been many incidents of telework being implemented as a result of a health crisis, so this is an unprecedented situation in which most enterprises (both private and public) have asked their employees to work remotely from home as teleworkers. Health measures of forced confinement of citizens have spurred the extension of teleworking in a high number of organizations. Due to the exceptional circumstances from the spread of Covid-19, it can be considered that the call for teleworking is forced by circumstances. If the Covid-19 related health fears did not exist, most of these companies would not have implemented teleworking practices in a massive way (Belzunegui-Eraso A. et al, 2020).

Prior to the COVID-19 crisis, numbers for telework showed that in 2018, only 4.3 percent of Spanish workers and 5.2 percent of European Union (EU) workers worked from home (Eurostats, 2020), however early estimates for the COVID-19 crisis predict a substantially higher frequency than before the crisis. For example, Eurofound (2020) anticipated that because of the epidemic, about 40% of individuals now working in the EU began to telework full time (Bejaković, P., 2021). As a result of the pandemic, the abrupt and unplanned adoption of these new working modalities has resulted in a shift of the psychosocial environment at work, affecting different labor and personal resources in workers (Pulido-Martos, M., 2021).

1.2.2 COVID-19 and its influence on employees' motivation.

COVID-19 was declared a global pandemic by the World Health Organization (WHO) on March 11, 2020. Everyone understood a lot less about the virus's symptoms, propagation, and impact at the time. While there are still unknowns regarding COVID-19 one year later, there is more developed evidence on its impacts, a more comprehensive understanding of how it spreads, and more methods for reducing its transmission (The National Law Review, 2021).

Following the global declaration of the epidemic, over 90% of the world's population was subjected to a slew of restrictions, including international and domestic travel bans. In just a few weeks, areas coping with over tourism became destinations without tourists, with deserted city centers, beaches, museums, and other attractions. Flights, events, and travel plans that were canceled had a detrimental impact on direct service providers, but other firms participating in the supply chain were also affected (Bajrami et al, 2021).

Lockdowns and quarantine orders have been imposed as a result of the coronavirus pandemic, impacting all, including employees who are now forced to work remotely. According to recent reports, the vast majority of staff struggle with feeling of loneliness. Employers realize the importance of finding ways to motivate their employees during this time of uncertainty and stress, and while only a small percentage reported difficulty staying focused on the task at hand, employers understand the importance of finding extrinsic ways to motivate their employees during this time of uncertainty and stress.

As previously stated, COVID-19 primarily accelerated telework-related working life policies in both the public and private sectors: teleworking was widely used by companies, institutions, and organizations that had to adapt the relevant managerial, administrative, and technological working conditions (for example, electronic signatures became more widely used).

The Lithuanian Social Research Centre (LSRC) conducted a representative population survey in July-August 2020 as part of the project "Changes in employment in the Lithuanian labor market and strategies to mitigate negative impacts in the context of the COVID-19 epidemic." The poll included 1,013 Lithuanians aged 18 to 75, and the results were as follows:

- 60% of respondents said they needed help during quarantine (job hunt, psychiatric counseling, etc.).
- 40% of respondents who reported a need for assistance said they had received it;
- 20% of respondents reported lower income and consumption during the pandemic; 15% of respondents reported having to perform new and unusual tasks during the COVID-19 crisis.
- 14% of respondents said their work schedule had changed during pandemic.
- 14 percent of answers from employees reported being put on downtime during the quarantine.

From previous research, there are some examples of main motivators of employees in different areas. Simons & Enz (1995) found, in their studies in the United States and Canada the motivation factors of hotel workers are 1. Good Wages 2. Job Security 3. Promotion & growth in the organization 4. Good working conditions 5. Interesting Work 6. Full Appreciation of Work Done 7. Personal loyalty to employees 8. Feeling of being “in on things” 9. Tactful Discipline 10. Sympathetic help with personal problems. However, with the rise of pandemic, concerns and problems of each employees rise as well. Changes in health regulations, company’s policy and even transition to remote work for majority of employees caused big impact of uncertainty and difficulties to adapt new work rules. Therefore, they might need another or additional form of incentives and flexibility to keep high level organizational commitment.

During these uncertain times, one of the main concerns of employee’s are job insecurity and raising level of unemployment. One of the most onerous burdens that an employee might bear, especially during COVID-19, is the sense of having a job but not knowing whether it is secure. Perceived job insecurity was marked as one of the most stressful moments in the career of every employee (Reisel, Probst, Chia, Maloles, & König, 2010). Employees’ subjective perception of a possibility to lose their job was recognized in the literature as quantitative job insecurity (De Witte, Vander Elst, & De Cuyper, 2015). Previous research showed that job insecurity was negatively associated with job satisfaction and motivation leading to undesirable employees’ behavior and responses (Reisel et al., 2010).

The LSRC also completed the project "Implications of COVID-19 for Human Security: Challenges and New Opportunities" in 2020, which comprised a representative survey of Lithuania's working population from December 2 to 14, 2020. A total of 1,030 people working in Lithuania, aged 18 to 65, were questioned as part of the study. The poll sought to determine the impact of the pandemic on various workforce categories and economic sectors. According to the poll (LSRC, 2020):

- 48% of those polled had to work from home.
- 38% of respondents were concerned about the possibility of losing their work.
- Thirty percent of respondents earned less, while ten percent earned more before the epidemic.
- Downtime was experienced by 19% of respondents, part-time employment by 15%, and yearly breaks were required by 13%.

- Work-related stress was reported to have increased significantly by 16% of respondents and slightly by 42%.
- During the pandemic, 16 percent of respondents worked more hours, while 22 percent worked less.

Individuals and businesses alike understand that remote work is a supplement to, not a substitute for, face-to-face communication. Just 12% of U.S. employees choose to work from home full-time, according to Gensler's U.S. Work from Home Survey (2020), and the rest prefer to spend the majority of their workweek at the office while having the option to work from home when they choose. According to the report, 70% of people want to spend the majority of their week at work. They do, however, want to see modifications from pre-pandemic density levels, ensuring that there is more space for physical separation while also addressing noise and cleaning practices. (Cohen and Hoskins, 2020).

According to the findings of Asfahani's (2021) study, COVID-19 had a negative impact on worker motivation; consequently, adopting a resilience approach is suggested to deal with the current unpleasant scenario.

The globe has been reacting to and adjusting to COVID-19 for more than a year. With the arrival of COVID-19 vaccines, there is now a ray of hope, and individuals and businesses can begin to move forward and plan for a new normal. Employers must be aware of numerous difficulties as offices and facilities reopen and people return to work, as enterprises in all industries have surely been affected. Employers must weigh the benefits of reopening against the danger of COVID-19 transmission once limitations are eased.

1.3 THEORY OF ORGANIZATIONAL COMMITMENT

1.3.1 Organizational commitment of employees

This chapter will take a closer look at the theory of organizational commitment. The definition of organizational commitment, organizational commitment models, and the relationship between organizational commitment and employee motivation will all be covered in this section. The main models of organizational commitment analyzed will be the ones from Meyer and Allen (1991), Steers (1977, 1979, 1982), Mathieu and Zajac (1990), Cohen (2007), and Kavaliauskienė (2011).

Organizational commitment by O'Reilly (1989), defined as “an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization”. Organizational commitment from this point of view is characterized by employee's acceptance of organizational goals and their willingness to exert effort on behalf of the organization (Miller and Lee, 2001).

According to Miller (2003), organizational commitment is “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization”. As a result, organizational commitment refers to the extent to which an employee is willing to remain a member due to a shared interest in and dedication to the organization's aims and values.

According to Ahmad and Oranye (2010), organizational commitment is defined as an individual's emotional, logical, and moral commitment to the goals and ideals of an organization to which he or she belongs, regardless of the source of this feeling of commitment. An individual's devotion or attachment to his or her organization is referred to as organizational commitment (George et al., 2011). Hence, human resource managers have to create a strategy so that the human capital can identify itself with the organization, commit and drive the company to success in the long run (Alnaçık, Ü., Alnaçık, E., Akçin & Erat, 2012).

Organizational commitment is a very current and important topic as even though modern technologies have made our lives easier and more comfortable, human resource is the most valuable asset of any given company, which is a reflection of its employees (Permarupan, Saufi, Kasim, & Balakrishnan, 2013). As a result, in today's fast-paced and dynamic world, employee retention and people management are critical components of a successful global company. Human resource

managers have to create a strategy so that the human capital can identify itself with the organization, commit and drive the company to success in the long run (Alniaçık, et al., 2012).

Organizational commitment is divided into three dimensions: affective, continuance, and normative commitment (Meyer & Allen, 1987, Meyer et al., 1991). These categories highlight the various ways in which an organization's commitment develops and the consequences for employee behavior.

Organizational commitment is shaped by several factors. Job-related considerations, employment possibilities, personal traits, positive relationships, organizational structure, and management style are examples of such elements. However, this paper will analyze relationship of organizational commitment and its dimensions with employee motivations from self-determination theory, particularly with intrinsic and extrinsic motivation.

Affective organizational commitment refers to the employee's voluntary identification with involvement and interest in, and emotional attachment to the organization (Meyer, and Allen, 1997), is considered most desirable for an organization (Meyer et al., 1991). Thus, project workers are characterized by a desire to follow a particular course of action (Meyer and Herscovitch, 2001).

Identification and internalization are two steps in the development of affective commitment. Individuals' affective attachment to their organizations is founded on identification with the desire to form a beneficial relationship with them. Internalization, on the other hand, refers to individuals and organizations sharing the same goals and ideals. Affective organizational commitment, in general, is concerned with how much an individual identifies with the organization.

Positive attitudes toward the employer, such as affective commitment (Bloemer, 2010), have been shown to influence the chance of an employee recommending the employer to others (Shinnar, Young, & Meana, 2004). An employee may also recommend an employer for a prosocial reason, such as to assist a friend in finding a good job or to assist the company in finding a good employee (Van Hove, 2013). While these studies have been influential, there has been little empirical support for their findings, and less attention has been paid to the measures firms take to inspire their employees to refer, as well as the efficacy of such efforts in altering employees' motives to refer.

Continuance organizational commitment refers to the employee's awareness of costs associated with leaving the organization (Meyer et al., 1997). This is to say that project workers can

become committed to a course of action because of perceived cost of failing to do so (Meyer et al., 2001).

Continuance commitment can be defined as an instrumental attachment to an organization, in which an individual's affiliation with the organization is based on a calculation of the financial benefits earned (Beck and Wilson, 2000). Without connecting with the organization's goals and ideals, organizational members build commitment to the organization because of the favorable extrinsic incentives acquired through the effort-bargain.

The perceived costs of quitting the organization impact the power of continuing commitment, which implies the necessity to stay. "Continuance organizational commitment will therefore be stronger when the availability of alternatives is limited and the number of investments is high," it is also said. This argument supports the idea that if employees are given better options, they will leave the company.

Normative organizational commitment refers to the employee's feeling of obligation to remain with their company; individuals believe they ought to remain in that particular the organization. Thus, project workers are driven by a sense of perceived obligation to stay in the organization (Meyer et al., 2001, Ugboro, 2006).

Accepted principles on reciprocal obligation between the organization and its members determine the degree of normative organizational commitment (Suliman and Iles, 2000). The reciprocal obligation is based on the social exchange theory, which states that someone who receives a benefit has a strong normative obligation or responsibility to repay the benefit in some form (McDonald and Makin, 2000). Individuals frequently feel obligated to repay the organization for its investment in them, such as through training and growth.

The sense of duty, obligation, and responsibility, according to Kavaliauskienė, are the most important motivational resources or factors that affect commitment to a particular organization. Furthermore, the author strongly agrees with the majority of other authors' statements that it is important for employees to match their principles and beliefs to the company, and that this is a highly motivating factor. Furthermore, Kavaliauskienė (2009) claims that it is important for employees to be able to articulate and debate their thoughts and opinions, to be understood, and to have the ability to genuinely influence and develop processes.

Table 1

Dimensions of Organizational Commitment by Meyer and Allen.

Dimension of Commitment	Description of perceived meaning	Motive/Situation
Affective Commitment	A strong desire and enthusiasm for one's work and position. Individuals are committed because they appreciate both the daily duties they are assigned to complete and the company as a whole, with all of its values, goals, and vision.	Wish to stay. Desire.
Continuance Commitment	The understanding of the costs of quitting the organization. Employees commit because there are no viable alternatives, and quitting would entail significant financial and personal consequences.	Need to stay. Necessity.
Normative Commitment	This can be interpreted as commitment of obligation. The employee feels he should stay with the company because of moral values and a sense of obligation — the employee feels that sticking with the company is the proper thing to do.	Obligated to stay. Obligation.

Source: Table created by the author.

1.3.2 The relationship between organizational commitment and employee motivation

Geomani (2012) argued, that motivation is incredibly significant in the achievement of the growth of any organization. Motivation is an important part of understanding behavior (Tella, Ayeni, & Popoola, 2007).

In order to have employees satisfied and committed to their jobs, there is a need for powerful and effective motivational strategies at the organization (Warsi, Fatima, & Sahibzada, 2009). Committed and satisfied employees are high performers that will lead to increase organizational productivity (Rahman, Shahzad, Mustafa, Khan, & Qurashi, 2016).

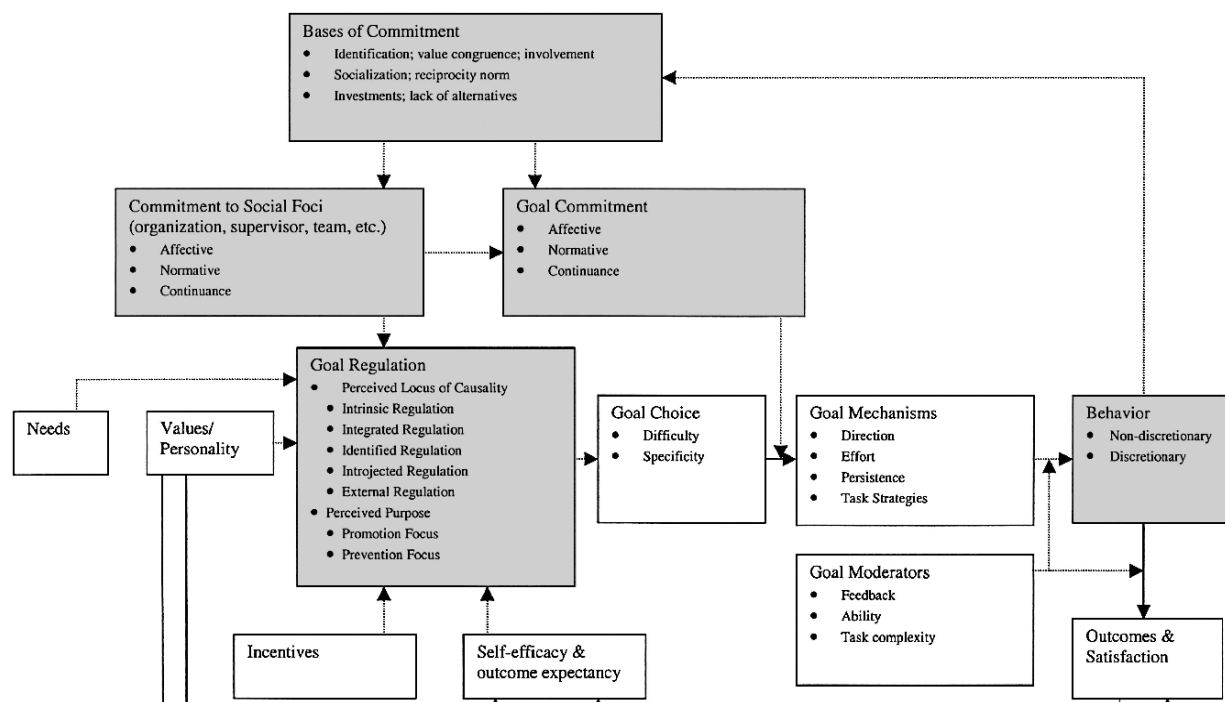
Mohsen et al. (2004) found, a significant relationship between employee motivation and employee commitment. Warsi et al. (2009) indicated that the work motivation is strongly positive

associated with organizational. George et al. (2011) argued that organizational commitment and work motivation are interrelated.

Having provided a brief overview of relevant theory and research pertaining to work motivation and commitment, with the model that depicted in **Figure 4**, Meyer, Becker and Vandenberghe (2004) objective here is to bring the theories together in a unified model. A person's ideas about why he or she is pursuing a certain objective are referred to as the perceived locus of causality. The locus of causality can range from exterior (external and introjected regulation) to internal (internal regulation) (intrinsic, integrated, and identified regulation). Following regulatory focus theory, the definition also suggests that goal regulation can reflect different purposes for a course of action (Meyer et al., 2004). The word perceived purpose refers to the actor's overall goal in attempting to achieve a specific result. Although it is distinguished between commitments to social foci and commitment to goals and propose that these exert their primary influence at different points in the motivation process, we do not believe they are completely independent. Employees can set or accept objectives without any visible effect from commitment to a social target (e.g., organization, supervisor, team), but such commitments are likely to influence the goal choice and nature of the commitment to these goals in many circumstances.

Figure 4

An integrated model of employee commitment and motivation



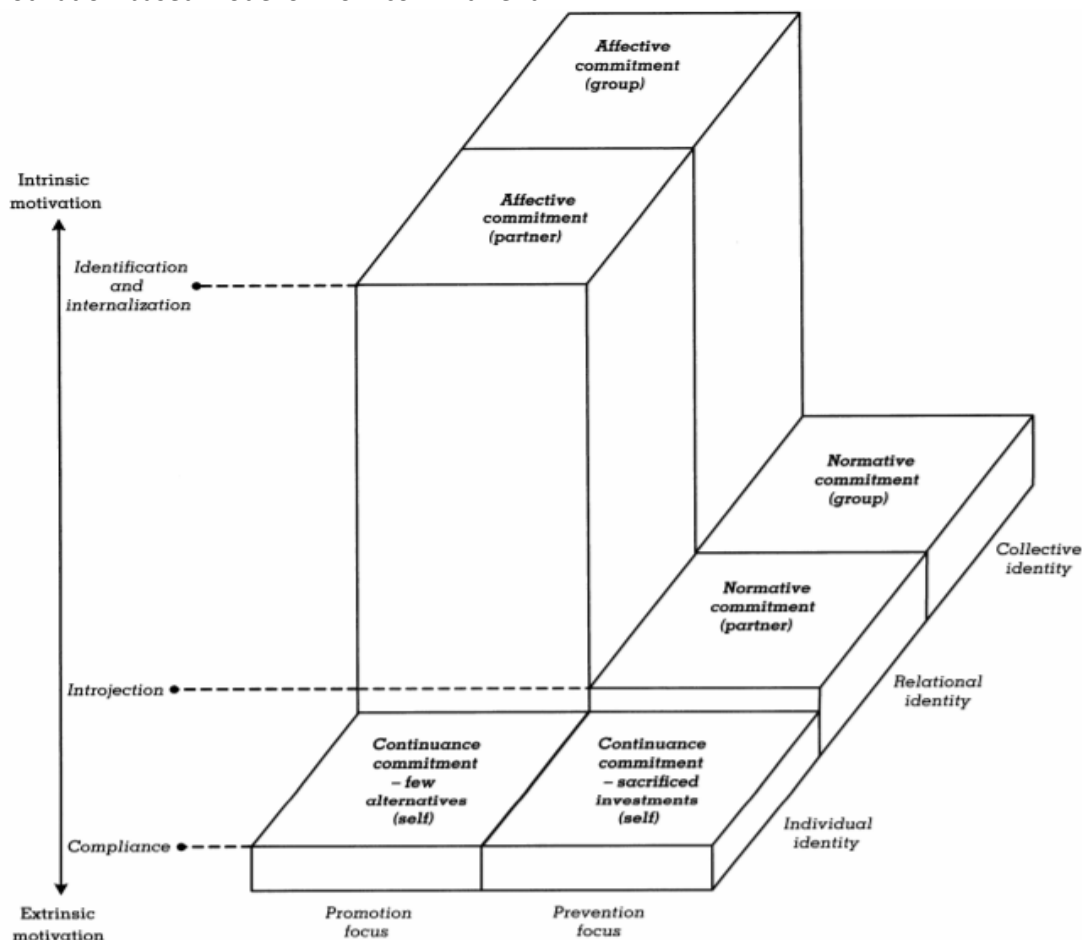
Source: Meyer, Becker, and Vandenberghe, 2004.

The most immediate contributions of the integrative model of motivation and commitment are the propositions that provide direction for future research (Meyer et al., 2004). If these claims are proven correct, it will have ramifications for motivation and commitment theory in general, as well as allied literatures that discuss motivation and/or commitment processes. There are also policy and practice consequences for management.

Johnson, Chang, and Yang (2010) proposed a model that highlights the motivations underlying different types of commitment. Different combinations of employee self-identity and regulatory emphasis can be used to discern various levels of commitment, as shown in **Figure 5**. Understanding these reasons is critical because they explain the parallels and differences observed between AC, NC, and CC. This model is also useful in that it can be used to predict the nature of attachment that an employee develops toward his or her work organization and the constituents within it (Johnson et al., 2010).

Figure 5

Motivation-based model of work commitment



Source: (Johnson, Chang, & Yang, 2010)

Following that, in this section, we will provide a motivation-based model of commitment by and provide theoretical and empirical evidence to back up its claims. **Figure 5** illustrates this model that employees can be dedicated to any number of constituents, according to Reichers' (1985) concept. However, while referring to the group and partner levels, we discuss commitment to one's organization and supervisor (bearing in mind that the model can be extended to other goals such as one's occupation and coworkers) for ease of presentation.

At group-based commitment employees define themselves and others in terms of the groups they belong to when they have a strong collective identity (Jackson and Rothmann, 2006; Johnson and Chang, 2006). Employees use social norms, values, and goals accepted by the business they work for to govern their behaviors, which are determined at the collective level. Employees that are more collectivists feel obligated to act in ways that are consistent with group prototypes. We expect unique correlations between collective identity and both affective commitment (AC) and normative commitment (NC) based on the explanation above. Johnson et al. (2010) hold this expectation because the psychological mechanisms that coincide with a collective identity (identification, internalization, and introjection) (Jackson et al., 2006) contribute to the development of both AC (ideation and internalization) and NC (introjection). The extent at which employees' collective identities exist may also influence whether they develop AC, NC, or both. When the self is defined at the level of the organization or lower, commitment is likely influenced by personal experiences as an organizational member, as well as by norms, values, and support provided by the organization and its constituents (Meyer et al., 2002).

Relational identity, like collective identity, is important for AC and NC. However, relational identity, on the other hand, adds to devotion to a specific person rather than an organization or work team. As mentioned earlier, employees with relational identities define themselves in terms of their dyad partners (Andersen and Chen, 2002; Sluss and Ashforth, 2007). Supervisors, who are probably candidates because to their status and prominence, are one prospective target for employees' relationship identity. While collective and relational self-identities align employees' self-definitions and goals with those of external social entities, the motivation that accompany a chronic individual identity are decidedly personal (Johnson et al., 2010). Individual identity employees view themselves as distinct from others, and they seek self-interested goals that benefit their personal well-being.

2. METHODOLOGY OF INTRINSIC AND EXTRINSIC MOTIVATION AND JOB COMMITMENT IN THE CONTEXT OF TELEWORKING

2.1 Research aim, question, relevance, and method

This chapter discusses the methodology that will be used in this study. Firstly, the research problem, object, and aim will be confirmed. Afterwards, the relevance of the research will be discussed. The further text will show why this topic is particularly important nowadays and the main criteria and background of thesis questionnaire will be analyzed.

Research aim: Determine the impact of different intrinsic and extrinsic motivations on teleworking employees' organizational commitment during COVID-19 pandemic. Particularly analyze its effect on three dimensions of organizational commitment and based on findings and assumptions examine how much affective, continuance and normative commitment relies on received intrinsic or extrinsic motivation during pandemic. Moreover, implement new analysis for teleworking to understand how much it plays on relationship between employee motivation and organizational commitment.

Research object: Intrinsic and extrinsic motivation, organizational commitment and remotely working employees during COVID-19.

Main research question: How intrinsic and extrinsic motivations affect organizational commitment of teleworking employees during COVID-19?

Secondary research questions: Is it enough to have only intrinsic motivation for employees to be committed by three dimensions to organization during COVID-19?

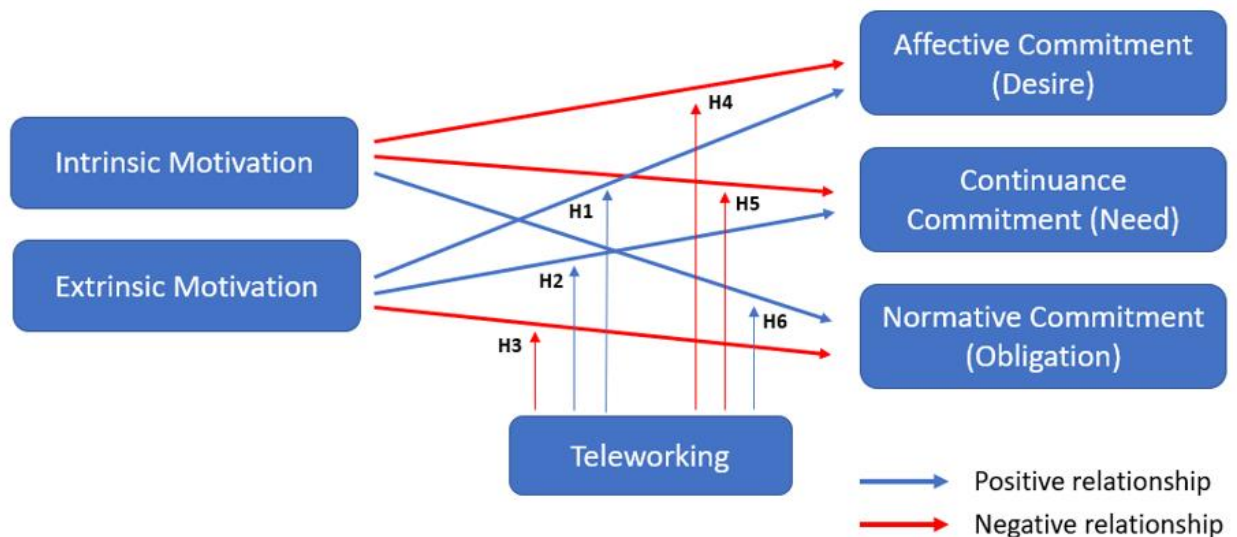
What extrinsic rewards boost commitment of employees the most and if employee have more strong commitment with extrinsic motivation compare with intrinsic motivation while working remotely?

The relevance of the topic: In the post-pandemic environment, labor capital plays a vital but difficult function. Employees as well as their employers are going through a difficult time. During this time, the shift to teleworking, followed by a return to the office for most of the time, as well as a slew of additional issues brought on by these developments, have had a negative impact on their professional and personal life. For more than a year, the world has been reacting to and adjusting to COVID-19. There is now a ray of hope with the arrival of COVID-19 vaccines, and individuals and

companies may begin to move forward and plan for a new normal. Employers must be mindful of a slew of challenges as offices and facilities reopen and workers return to work, as businesses across the board have undoubtedly been impacted. Employers must assess the advantages of reopening vs the risk of COVID-19 transmission if restrictions are lifted. Besides implementing many different strategies and measures to navigate organization during this unprecedented crisis, employers need to motivate their employees by signaling how valuable they are and creating flexible and motivational work environment that will help them to keep commitment to organization at high level. These statements and **Table 1** help to establish hypothesis model of intrinsic and extrinsic motivations with consideration COVID-19 and influence on three dimensions of organizational commitment.

Figure 6

Research model of relationship for intended research



Source: Figure created by the author.

Employees will have high desire to stay if employers value their subordinates and provide a working environment where they can work flexible and minimize the effect of pandemic on them even in remotely working environment:

H1 – Extrinsic motivation affects positively affective organizational commitment while adapting to remote work

During pandemic switching jobs, or even finding new one can have low possibility. If employers can meet expectations and needs of employees, they will be committed and aware of no other viable alternatives, as leaving might only damage their careers:

H2 - Extrinsic motivation affects positively continuance organizational commitment while adapting to remote work

Employers believe that they should stay at organization because of moral beliefs and duty. It's their commitment of obligation to an organization and any types of extrinsic rewards might damage employees' sense of obligation to company:

H3 - Extrinsic motivation affects negatively normative organizational commitment while adapting to remote work

In case of only intrinsic motivations, employees might lose the same desire and commitment to do their work, especially in pandemic when work transition and new difficulties arise for individuals:

H4 – Intrinsic motivation affects negatively affective organizational commitment while adapting to remote work

Pandemic created new issues for almost everyone in business world, and employees have problems that occurred with COVID-19 and traditional salary, or same treatment might not be enough. During such problematic times, receiving no extra reward or incentives plays negatively to their commitment to organization while working remotely:

H5 – Intrinsic motivations negatively affects continuance organizational commitment while adapting to remote work

However, at times when most of the businesses experience difficulties, unemployment rate raises, some employees might appreciate to keep having jobs, be more committed to their organization because of moral beliefs and obligations:

H6 – Intrinsic motivation affects positively normative organizational commitment while adapting to remote work

During this short amount of time for studies, there have been done some research and couple case of countries on how to keep motivating employers during COVID-19. From previously described research such as Hamilton Place Strategies, in partnership with Replica (2020), the influence of pandemic on work environment and motivation of employers in United States can be seen how it is detrimental. This research will focus on European countries to understand mainly influence of intrinsic and extrinsic motivations on employee's organizational commitment. As it can be seen from

hypothesis all three dimensions of organizational commitment: affective, continuance, and normative commitment will be evaluated particularly with consideration of COVID-19.

As COVID-19 is a new phenomenon, most of previous findings and surveys do not precisely explain this thesis topic, therefore, problem as impact of intrinsic and extrinsic motivations on organizational commitment during COVID-19 unexplored and how to implement proper motivational actions to keep workers highly committed whether they work from home or in office is still questioned to find out. Moreover, concerns that raised with pandemic brought new issues that companies should consider with new safety measures to let employees work in high standardized and productive environment. Effects of employee motivation on different dimensions of organizational commitment during pandemic have not been brought up from other researchers. Hence, due to time limit with COVID-19 as still being new issue that brings uncertainty and needs adjustments time by time, there is some research gap and limitations.

As COVID-19 vaccines are now available in most of the countries and its inhabitants, government sooner or already starting to change COVID-19 work regulations so employees that had to work from home now again on a transition to come back and adapt again to office environment. Employers should consider and must balance the need for reopening with the risk of COVID-19 transmission once limitations are eased.

Research method: The primary purpose of this Master thesis is to analyze the impact of intrinsic and extrinsic motivations on organizational commitment during COVID-19 pandemic and determine what are the most valued motivators to be fully committed and keep high level productivity during these uncertain times. Therefore, some available literatures have been analyzed and sociological survey will be carried out among employees of different organizations and especially, multinational companies, to analyze the motivation policy of their organization, which motivation type are essential for them to be committed their work. Quantitative method will be used such as survey and statistical method. Statistical method will analyze the results of survey. Results will be presented using descriptive statistics that involve percentage distribution, mean and standard deviation.

This study is focused on the impact of employee motivation on organizational commitment, and the main scope of study covers the period between April 2020 to present as research covers the period of COVID-19 pandemic. The choice of this period is to understand changes that COVID-19 brought between past and present effect of employee motivation on organizational commitment. The

study will analyze theoretical analysis of variables and after determining the impact with qualitative method.

2.2 Research approach, instrument, and questionnaire structure

As mentioned above, survey method has been chosen for data collection. One of the survey instruments that will be used is The Work Preference Inventory (Amabile, T. M., et al, 1994). Moreover, with consideration of recent situation, this instrument will be changed with more focus COVID-19, and statement focusing separately for intrinsic and extrinsic motivations. The scale of responses will be evaluated in a five-point Likert scale (1-strongly disagree; 5-strongly agree). **Table 2** shows example of possible questions for analyzing employee motivation part of the survey with addition of 4 scales mentioned above the table:

Table 1

The Work Preference Inventory. E = Enjoyment Scale, Ch = Challenge Scale, O = Outward Scale, C = Compensation Scale.

Motivation	Statement	E	Ch	O	C
Intrinsic Motivation	I enjoy tackling problems that are completely new to me.		X		
	I enjoy trying to solve complex problems.		X		
	I want my work to provide me with opportunities for increasing my knowledge and skills.		X		
	As long as I can do what I enjoy, I am not that concerned about exactly what I'm paid.	X			
	I enjoy doing work that is so absorbing that I forget about everything else.	X			
	It is important for me to be able to do what I most enjoy.	X			
	I want to find out how good I really can be at my work.		X		
	No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.	X			
	I am more comfortable when I can set my own goals.	X			
Extrinsic Motivation	I am strongly motivated by the money I can earn.				X
	I have to feel that I am earning something for what I do			X	
	I am strongly motivated by the recognition I can earn from other people.			X	
	I want other people to find out how good I really can be at my work.			X	
	I believe that there is no point in doing a good job if nobody else knows about it.			X	
	I am less concerned with what work I do than what I get for it.			X	
	I prefer having someone set clear goals for me in my work.			X	
	To me, success means doing better than other people.			X	
	I am keenly aware of the income goals I have for myself.				X

Source: Amabile, T. M., G. K. Hill, B. A. Hennessey, and E. M. Tighe, 1994.

Table 2

Organizational Commitment Questionnaire

Commitment of Dimensions	Questionnaire draft	Source
Affective Commitment	I am proud to belong to this organization	OCQ
	I identify with the values that are promoted by the organization	OCQ
	I am concerned about the future of the organization	OCQ
	I have made a great effort for this organization	Jaros, 1995
	I would be very happy to spend the rest of my career with this organization.	AMM
	This organization has a great deal of personal meaning for me	AMM
Continuance Commitment	If I left the organization, my personal situation would get worse.	OCQ, AMM
	Working in this organization is better than working in another one with similar activities.	OCQ
	It would be very difficult to find an alternative activity if I had to leave the organization	AMM
	It would be difficult to carry out my work in another organization	AMM
	I have a lot to lose if I leave the organization	AMM
	If I had not already put so much of myself into this organization, I might consider working elsewhere	AMM
Normative Commitment	I feel morally obliged to continue in this organization	AMM
	I would not leave my organization right now because I feel a sense of obligation to the people in it	AMM
	I am loyal to the organization	OCQ, AMM
	My conscience compels me to continue in the organization	AMM
	Remaining with this organization is consistent with my way of thinking	AMM
	I would feel guilty if I left my organization now	AMM

Source: Mowday et al., 1979; Allen et al., 1990.

Next, organizational commitment questionnaire (OCQ) will help to measure employee's commitment to their organization. As instruments for this survey, the 18-item scale developed by Mowday, Steers and Porter (1979) and Allen and Meyer Measurement (AMM) (Allen and Meyer, 1990) will be used as partly options. However, as hypothesis conducted specifically with dimensions of organizational commitment, the questionnaire will be pointed with affective, continuance and normative commitments. Hence, this instrument will be evaluated for usability for this period and with particular consideration of dimensions. The additional survey questions will be conducted for understanding the influence of pandemic to all three dimensions of commitment. **Table 3** shows examples of possible questionnaire for this paper.

Further to measure how teleworking moderates with other variables, E-Work Life Scale (Grant, C. A. et al, 2019) questionnaire will be implemented in survey with additional survey questions created by author to specifically point out employee motivation and their organizational commitment while working remotely/from home. **Table 4** shows examples of possible questionnaire for this paper:

Table 4

E-Work Life Scale questionnaire

1	I know what it takes to be an effective e-worker	Grant, C. A. et al.
2	My organization provides training in e-working skills and behaviors	Grant, C. A. et al.
3	When e-working remotely I often think about work-related problems outside of my normal working hours	Grant, C. A. et al.
4	Constant access to work through e-working is very tiring	Grant, C. A. et al.
5	When e-working I can concentrate better on my work tasks	Grant, C. A. et al.
6	I can manage my time well when e-working	Grant, C. A. et al.
7	My supervisor gives me total control over when and how I get my work completed when e-working	Grant, C. A. et al.
8	My organization trusts me to be effective in my role when I e-work	Grant, C. A. et al.
9	I trust my organization to provide good e-working facilities to allow me to e-work effectively	Grant, C. A. et al.
10	I feel that work demands are much higher when I am working remotely	Grant, C. A. et al.
11	I am highly motivated to work past normal work hours when e-working	Grant, C. A. et al.
12	I am happy with my work life balance when e-working remotely	Grant, C. A. et al.

13	If I am interrupted by family/other responsibilities whilst e-working from home, I still meet my line manager's quality expectations	Grant, C. A. et al.
14	My work is so flexible I could easily take time off e-working remotely, if and when I want to	Grant, C. A. et al.
15	My overall job productivity has increased by my ability to e-work remotely/from home	Grant, C. A. et al.

Continuation of Table 4

Source: Grant, C. A. et al., 2019,

Approximately 320 respondents are planned to take the survey with mentioned questionnaire tools. Participants will be chosen from Lithuania and Estonia, who are working remotely nowadays or had an experience of teleworking during COVID-19 pandemic.

2.3 Collection of data

The data utilized in the study was acquired expressly for this study via a questionnaire, therefore all of the data used is primary data. The study is being carried out from January till March of 2022. Employees of different companies based in Lithuania and Estonia have been asked to complete the questionnaires electronically.

The questionnaire consists of 4 main parts – starting with demographic questions, then The Work Preference Inventory, Organizational Commitment Questionnaire (OCQ), and E-Work Life Scale.

Demographic questions give a deeper understanding of the respondents' overall characteristics. Such inquiries will validate the respondent's age group, gender, highest finished degree, business unit for which the respondent works, and length of time with Company X.

The Work Preference Inventory follows the demographic questions and includes 18 items questionnaire to analyze the both Intrinsic and Extrinsic motivations for the employees while working remotely during COVID-19 in Lithuania and Estonia. The questionnaire was written entirely in English; therefore no translation was necessary.

The survey will be conducted based on findings mentioned above and by additional questions from author of this paper to have more accurate data that are reliable with work transitions and other changes that have been witnessed by employers during COVID-19. The final score is computed by

summing the points assigned to each statement and ranges from 18 to 90. In this questionnaire both employee motivations – Intrinsic and Extrinsic motivation will be examined.

Cronbach's coefficient was used to assess the reliability of this section of the questionnaire. Cronbach's coefficient is a coefficient used to assess the reliability of a scale. may range from 0 to 1, although in practice, it is typically regarded trustworthy and reliable if data ranged in 0.7 or above.

Table 5

Cronbach's Alpha reliability test results for the Work Preference Inventory scale in the survey

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	303	95,9	,875	18
	Excluded	13	4,1		
	Total	316	100,0		

Source: The author

As shown in **Table 5**, Cronbach's Alpha for the Work Preference Inventory is much higher above the acceptable level of 0.7 and may be considered consistently reliable for further research analysis.

Next Organizational Commitment Questionnaire will be tested for reliability with the same Cronbach's Alpha reliability test with 18 items. Mowday, Steers, and Porter established the first version of the questionnaire (Mowday, Steers, & Porter, 1979) and it has been improved over the years, most notably by previously mentioned Meyer and Allen and their Three Component Conceptualization of Organizational Commitment model (Meyer & Allen, 1991). The final score is computed by summing the points assigned to each statement and ranges from 18 to 90. After acquiring data, a few questions must be reverse coded in order to suit the scale rationally. Questionnaire itself also divided to 3 parts – Affective, Continuance and Normative commitments with 6 questions for each.

Table 6

Cronbach's Alpha reliability test results for Organizational Commitment scale in the survey.

Case Processing Summary				Reliability Statistics		
		N	%			
Cases	Valid	298	94,3	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
	Excluded	18	5,7			
	Total	316	100,0			
				,913	,911	18

As shown in **Table 6**, Cronbach's Alpha for the Organizational Commitment Questionnaire is much higher above the acceptable level of 0.7 and may be considered consistently reliable for further research analysis. Moreover, Cronbach's Alpha is higher than the previous one for The Work Preference Inventory.

Lastly E-Work Life Scale Questionnaire was tested for reliability of questions. This scale used to analyze how teleworking as moderator affects to relationship between other variables of this research and whether it should be in other type of relationship with employees' motivation and dimensions of Organizational Commitment. Same five-point Likert scale used to measure the questionnaire and 15 items were included. Therefore, point may vary in the range of 15 to 75 depending on respondents' answers.

Table 7

Cronbach's Alpha reliability test results for the E-Work Life scale in the survey.

Case Processing Summary				Reliability Statistics	
		N	%	Cronbach's Alpha	N of Items
Cases	Valid	308	97,5	,896	15
	Excluded	8	2,5		
	Total	316	100,0		

As shown in **Table 7**, the Cronbach's Alpha for the Multifactor Leadership Questionnaire is significantly greater than the acceptable level of 0.7 and can be deemed consistently dependable for continued research use, although being slightly lower than what Organizational Commitment Questionnaire have.

In previous research we could find a few usages of Organizational Commitment and employee motivation together however addition of Teleworking and analyzing its moderation effect on those variables brings completely new product and aims to understand how much changes during pandemic affected employee's motivations. The combination (the Organizational Commitment Questionnaire, Intrinsic and Extrinsic Motivation, and the E-work Life Scale) should bring more clarity to the relationship between dependent and independent variables. The statistical analysis and procedures for processing the acquired data will be carried out as outlined below.

Figure 7

Logic of the empirical part of the research



Source: Graph created by author.

The collected data will be statistically analyzed using the IBM SPSS Statistics software program (version 22). Descriptive statistics, regression, and moderation analysis will be used. Based on the primary data acquired in the study, these tools were chosen to generate the most meaningful new data.

Based on author's experience of working and studying Lithuania and Estonia were selected as countries of target. It was interesting to evaluate how other employees in different sphere feels like regarding received motivation to be committed in some way to their organization. During pandemic it is more important to secure these obstacles for employees and create satisfying working environment for them even from home.

2.4 Research Limitations

This thesis, like many empirical investigations, has its own limitations. The data was gathered using a convenience sample in a staged scenario. This thesis was created using more representative and truly random samples; however, for a more in-depth and specific analysis, selecting certain foreign companies or a specific industry could provide a wider concept within that area; yet, getting enough data may be difficult. Responses may have come from more friendly, communicative people,

and the replies could have been altered to appear better than they are. Future studies could apply to a larger population by utilizing probability samples from more similar organizations or industries.

Other limitations can be considered regulations within the countries as from beginning of COVID-19 pandemic and different stages of waves made government constantly change and try to improve rules and limitations. Therefore, employees have experienced many changes within company and moreover switching their office environment to home office or backwards. These constant changes might affect respondents answer as they would experience teleworking in different stages, and some are more complicated than others.

3. RESEARCH RESULTS

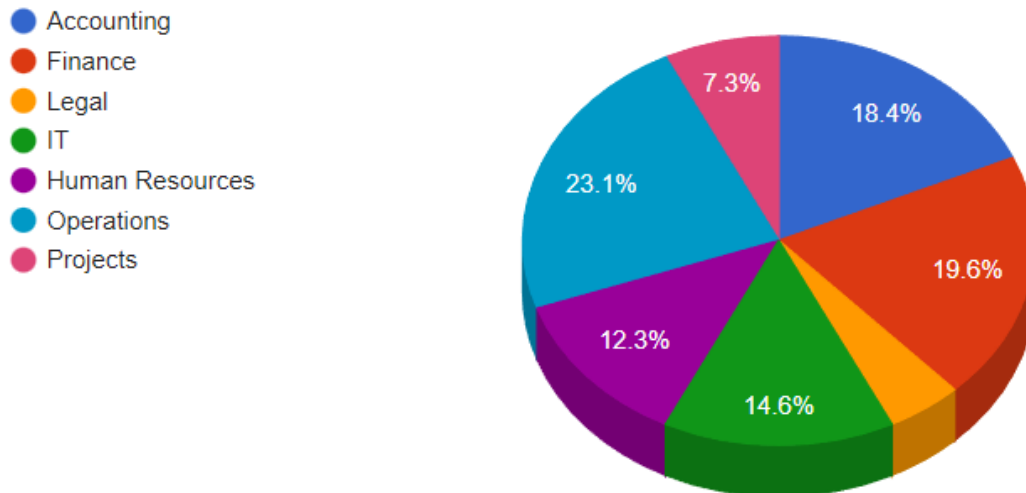
This chapter will analyze data collected using the procedures stated in the previous chapter. The impact of the independent variables on the dependent variables will be examined using regression analysis, which will reveal how well each commitment type is explained by intrinsic and extrinsic motivations with the addition of teleworking. Following that moderation analysis will be drawn and examined to understand how affective remote work it is as moderator to relationship between employee motivation and dimensions of Organizational Commitment The hypothesis stated in the preceding chapter will be examined based on these findings, and conclusions will be drawn based on the empirical data.

3.1 Respondents

The goal of the survey was to distribute and gather responses from employees working remotely in two Baltic countries and receive responses on the topic of Organizational Commitment and Intrinsic and Extrinsic motivations and Teleworking. A total of 316 respondents from different companies responded to the survey in Lithuania and Estonia. 160 respondents are from Lithuania and 156 respondents are from Estonia. Responses originated from employees from all seven major departments within the company which are: Accounting, Finance, Human Resources, IT, Legal, Operations and Projects. This variable was chosen as a baseline for further analysis of the respondents because it is least connected to other demographic data and will provide better findings in comparison. The Operations department had the most respondents (23.1% or 73 people), followed by the Finance department (19.6% or 62 people), Accounting (18.4% and 58 people), IT (14.6% percent and 46 people), Human Resources (12.3 and 39 people), Projects (7.3% and 23 people), and Legal (4.7% and 15 people).

Figure 2

Results of respondents according to business unit they work for.



Source: The author

The survey received responses from 43.7 percent of females (138 respondents) and 56.3 percent of males (178 respondents). However, the trend can be seen that almost all departments had a significantly higher percentage of males than the total 56.3 percent (rather than females), with the exceptions of the Legal department, and, most notably, the Human Resources department where 35 respondents out of 46 were females.

Table 8

Number of males versus females according to business units.

Count		Business Unit							Total
		Accounting	Finance	Legal	IT	Human Resources	Operations	Projects	
Gender	Male	33	37	7	35	7	43	16	178
	Female	25	25	8	11	32	30	7	138
Total		58	62	15	46	39	73	23	316

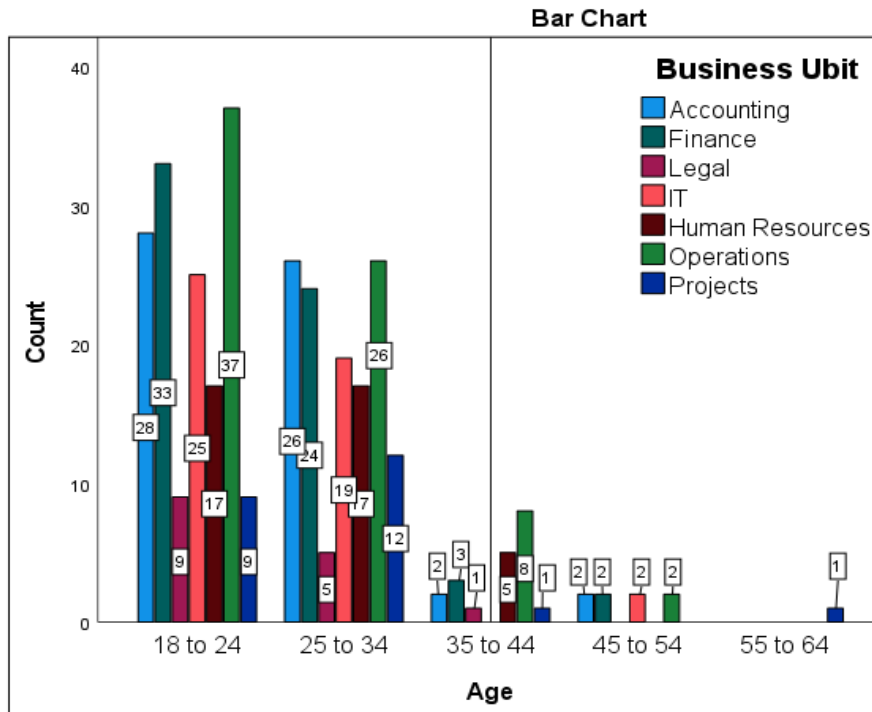
Source: The author

It is also worth noting the age group distribution by business unit. Age groups have been separated into 5 categories: 18–24-year-olds, 25–34-year-olds, 35–44-year-olds, 45–54-year old's, 55–64-year-olds, 65–75-year-olds, and 75 and older. The data below reveal that only one participant

over the age of 54 took part in the poll. The majority of respondents were between the ages of 18 and 24, but this general data characteristic was not seen in all departments. Regarding Human Resources department, number of 18-24 years old are similar to 25–34-year group with each counting 43.6% of total score, and for project 25-34 age group leads in number with having 52.2% of total numbers.

Figure 9

Results of respondents according to age group and business unit they work for.



Source: The author

As it can be seen from **Table 9** below, 72.2% of respondents have finished bachelor’s degree which is 228 respondents out of 316. The second leading group is people who have master’s degree and have received 15.8%, then 3.8% have College degree but 6.8% not finished university or not obtained degree and 1.9% have a high school or equivalent diploma. And in the table below it shows how this numbers were distributed between two countries (Lithuania and Estonia). In most cases the ratio is quite similar, however there were only one respondent with high school degree or equivalent compare with 5 from Lithuania.

Table 9

Level of education proportion between Lithuania and Estonia

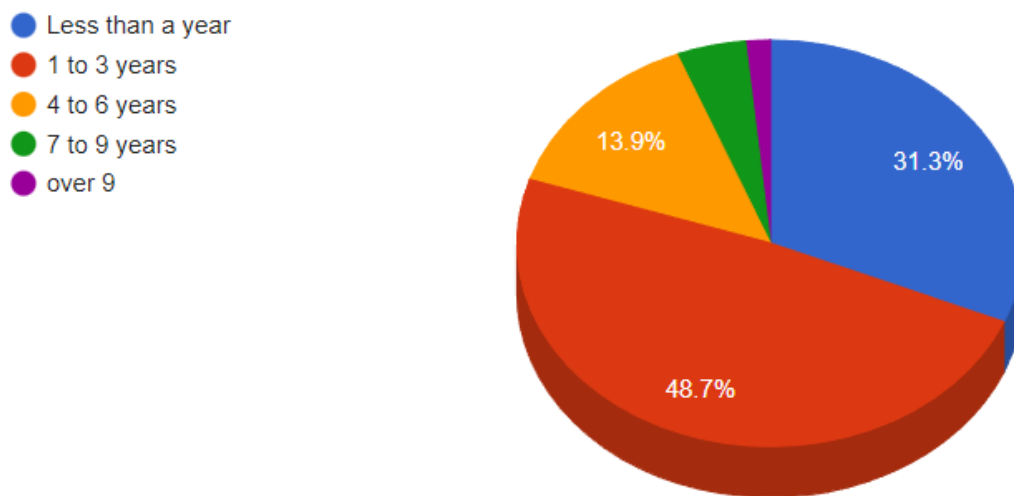
Country		Level of Education										Total	
		High school degree or equivalent		Some college/university but no degree		College degree		Bachelor's degree		Master's degree or higher			
		N	%	N	%	N	%	N	%	N	%	N	%
Lithuania		5	83,3%	9	45,0%	8	66,7%	111	48,7%	27	54,0%	160	50,6%
Estonia		1	16,7%	11	55,0%	4	33,3%	117	51,3%	23	46,0%	156	49,4%
Total		6	100,0%	20	100,0%	12	100,0%	228	100,0%	50	100,0%	316	100,0%

Source: The author

The next data set concerning the respondents that should be discussed is the length of time the employees have worked for their companies.

Figure 10

Results of respondents by work experience



Source: The author

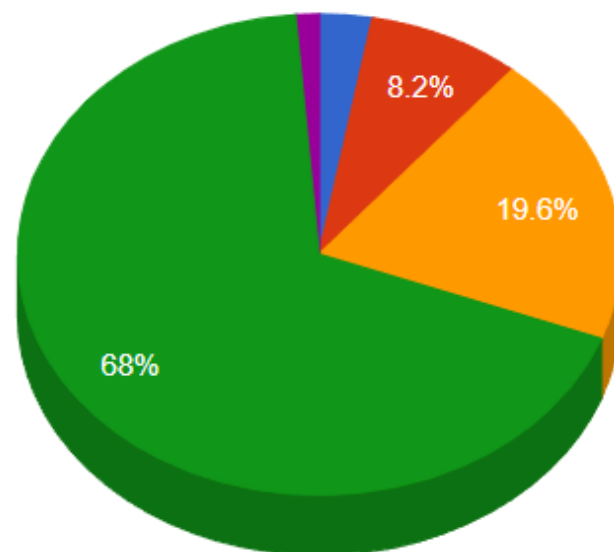
As **Figure 10** shows, most of the employees that participated in this survey have experience in the company between 1-3 years (48.7% and 154 people respectively). The second highest number experienced in less than a year category which has result of 31.3 percent and 99 respondents accordingly. Following largest group is the people who experience in the company between 4 to 6 years with percentage of 13.9 and 44 answers. And the next two group, 7 to 9 years and more than 9 years have 4.4 and 1.5 percent and 14 and 5 responds respectively.

And the last dataset that is important to show from survey is the size of companies where majority of employees work in large companies such as international companies and banks. This counts 68% of whole answers and in numbers is 215. Second largest group is people who work in medium sized companies with 19.6 percent and 62 answers. The number of employees who work in small companies are 26 which makes 8.2 percent of total score. For micro companies there are 9 response and 2.8%, and 4 respondents didn't answer the question.

Figure 11

The size of company that respondents work for

- Micro (up to 10)
- Small (10 - 49)
- Medium (50 - 250)
- Large (250 and more)
- Not answered to question



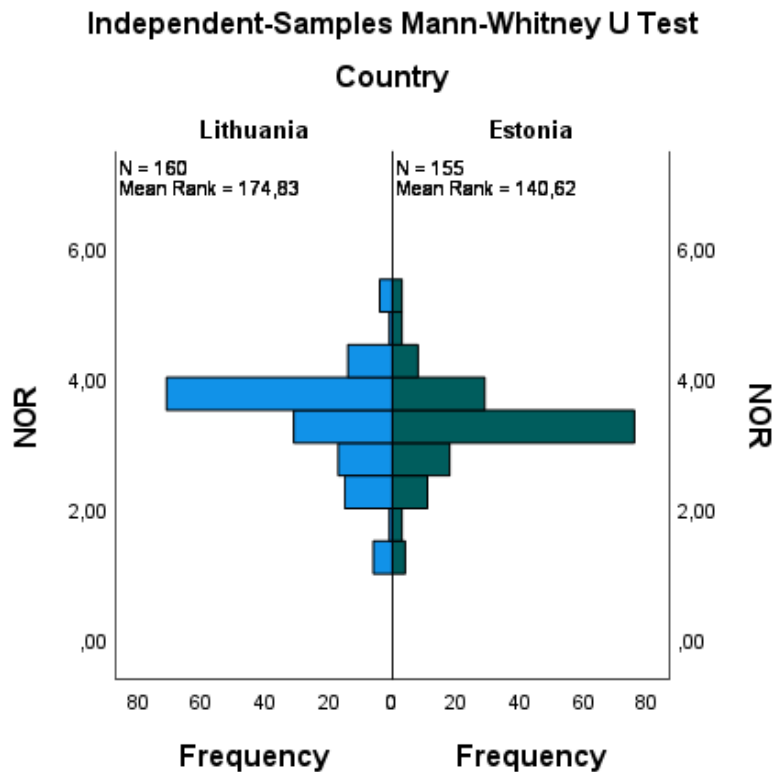
Source: The author

3.2 Comparison of means

Comparison of means by demographics also analyzed by using SPSS Statistics program and here comparison of country, gender, age, and level of education differences by mean going to be evaluated. Starting with comparison of means by countries nonparametric test will be applied to check if any hypothesis is rejected or not. In case of country mean comparison the below graph shows that there is a significant difference between Lithuania and Estonia when it comes to Normative organizational commitment.

Figure 12

Comparison of means between Lithuania and Estonia for Normative Organizational Commitment

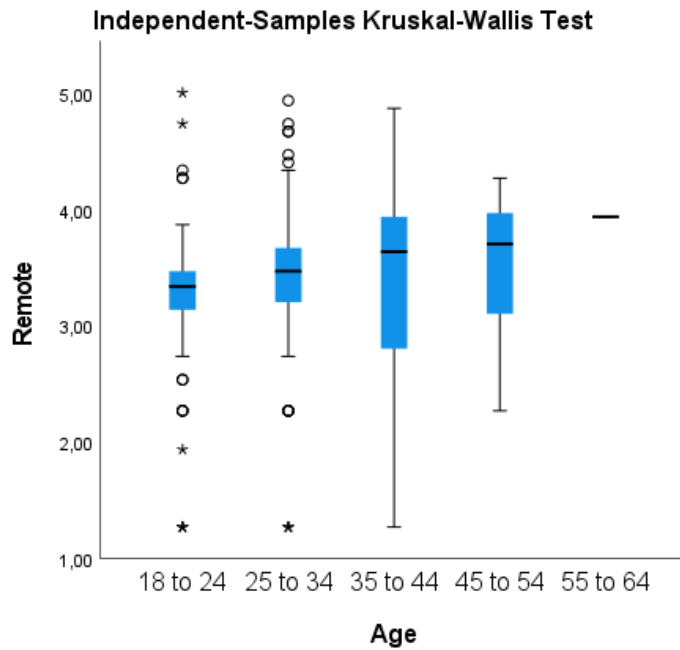


Source: The author

It was proven that obligatory feelings are higher in Lithuania ($m = 174.83$) compared with Estonia ($m = 140.62$), which states that employees in Lithuania feel more obligated to continue their job rather than employees in Estonia. In comparison of other variables, there were no significant differences found. Similar results were examined while comparing means of level of education and gender where there were no significant differences and hypotheses were retained. However, when only one rejected the null hypothesis while comparing means in age, which happened in relationship with remote work variable. The chart below shows that the p value is 0.01, which is lower than the significance level. From the answers of respondents, it can be understood that older generations have graded higher on the Likert scale compared with younger generations and averages only get higher as ages arise.

Figure 13

Comparison of ages for remote work questionnaire between respondents



Source: The author

From all the comparisons these two charts above only had reject the null hypothesis, therefore, was shown as a significant difference for comparison of means. As result, numbers and grading between respondents were close and there were no significant differences between gender, age, country, or level of education. The hypothesis Test summary can be found out in Appendixes for those four categories.

3.3 Regression Analysis

With the regression analysis below, all three dimensions of Organizational Commitment – Affective, Continuance and Normative Commitment, Intrinsic and Extrinsic motivations, Teleworking are going to be checked and tested for relationship between variables. ANOVA test for checking the strength of the relationship between variables to understand whether the gathered data is valid for regression analysis also is going to be checked for p value.

Using SPSS Statistics for regression analysis configuration will be enabled for Durbin-Watson residuals and performing bootstrap for calculating the regression. In the This is repeated until all independent variables have p values that are less than the significance level. The identical technique is then followed again if the p-value is less than the significance level, the present model is retained. This analysis also will provide unstandardized coefficients Beta to have a formula for each dependent variable.

Table 10

Regression data for overall Organizational Commitment and Intrinsic and Extrinsic motivations.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56,797	2	28,399	187,991	<,001 ^b
	Residual	46,981	311	,151		
	Total	103,779	313			

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,740 ^a	,547	,544	,38867	2,053

a. Predictors: (Constant), EXT, INT

b. Dependent Variable: OCQ

Source: The author

As can be seen from table above, as first regression analysis attempt overall organizational commitment evaluated and the R Square (adjusted R Square in the table above) is 0.544, meaning that this model explains 54.4% of the variance of organizational commitment. As independent variables Intrinsic (INT) and Extrinsic (EXT) motivations used for the model. Next, from first table, the statistical significance (p-value) is lower that the selected significance level ($\alpha = 0.05$). Now each

dimension of organizational commitment will be analyzed separately and coefficients going to be calculated for them.

Table 11

Regression data for Affective Organizational Commitment

Independent variables	Dependent variable	Adjusted R Square	Significance
INT, EXT	Affective Commitment	.452	0.001

Source: The author

Table 11 shows the regression results for dependent variable, Affective commitment. In this case, Adjusted R Square is 0.452 which means that these variables explain 45.2 percent of affective organizational commitment. When it comes to the statistical Significance, p value is less than 0.05 meaning the null hypothesis that the model has no explanatory power is strongly supported by evidence. The following regression formula can now be formed using the required variables and determined coefficients:

$$Y (\text{AFF}) = 0.658 + 0.312\text{INT} + 0.501\text{EXT} + e$$

Table 12

Regression data for Continuance Organizational Commitment

Independent variables	Dependent variable	Adjusted R Square	Significance
INT, EXT	Continuance Commitment	.425	0.001

Source: The author

As **Table 12** shows the regression results for dependent variable, Continuance commitment. In this case, Adjusted R Square is 0.425 which means that these variables explain 42.5 percent of affective organizational commitment. When it comes to the statistical Significance, p value is less than 0.05 meaning the null hypothesis that the model has no explanatory power is strongly supported by evidence. The following regression formula can now be formed using the required variables and determined coefficients:

$$Y (\text{CON}) = -0.18 + 0.156\text{INT} + 0.775\text{EXT} + e$$

Table 13

Regression data for Normative Organizational Commitment

Independent variables	Dependent variable	Adjusted R Square	Significance
INT, EXT	Normative Commitment	.416	0.001

Source: The author

Table 13 shows the regression results for dependent variable, Continuance commitment. In this case, Adjusted R Square is 0.416 which means that these variables explain 41.6 percent of affective organizational commitment. When it comes to the statistical Significance, p value is less than 0.05 meaning the null hypothesis that the model has no explanatory power is strongly supported by evidence. The following regression formula can now be formed using the required variables and determined coefficients:

$$Y (\text{NOR}) = -0.377 + 0.316\text{INT} + 0.699\text{EXT} + e$$

To summarize, regression analysis was chosen to carry out the empirical portion of the research to examine the links between employee motivation and various types of organizational commitment and determine the impact of each element on the level of commitment. Each regression analysis included four analyses: one for overall commitment, one for affective commitment, one for normative commitment, and one for continuation commitment. According to the results of the investigation, the Work Preference Inventory items have a general positive impact on overall commitment.

3.4 Moderation analysis

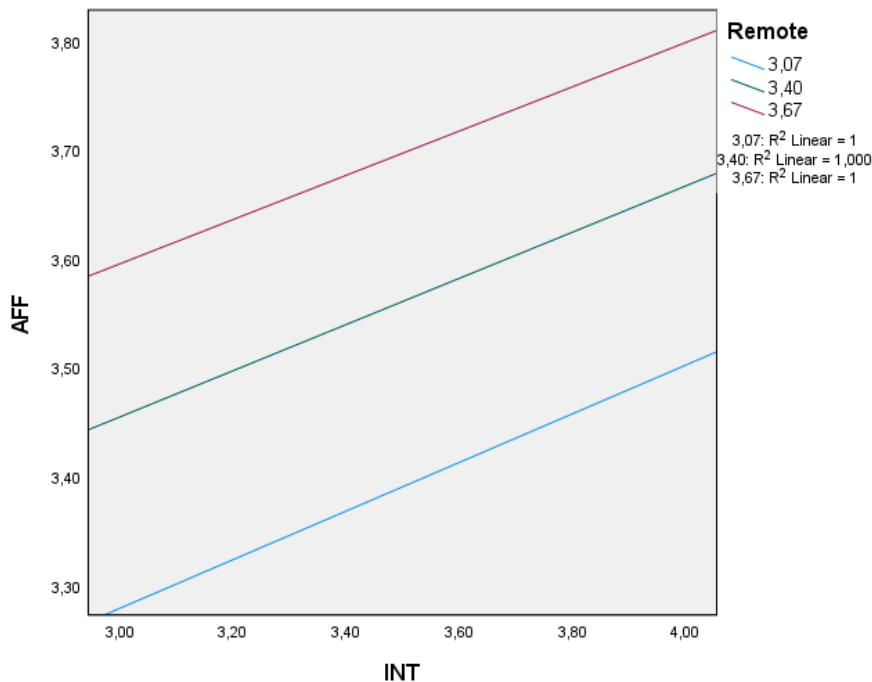
A moderator analysis is used to discover whether the relationship between two variables is moderated (depends on) the value of a third variable. We employ the conventional method for determining the existence of a moderating effect, which requires including a (linear) interaction term in a multiple regression model. A moderator analysis is, in fact, nothing more than a multiple regression equation with an interaction term. The theory and following hypotheses that accompany this statistical test are what distinguishes it as a moderator analysis. For this thesis, Teleworking was selected as moderator to examine relationship between employee motivations which are independent variables and all three dimensions of organizational commitment. In case of proven high effect, it

could be expected that hypotheses can be analyzed, however if remote work cannot assist as moderator and doesn't have strong linear interaction then it should be dismissed as moderator and new suggestion going to be find out.

As first trial for moderation analysis Affective commitment, Intrinsic motivation and Teleworking were used and results show that R Square change = 0.0013 which indicates very low moderation relationship between variables and P value equals to 0.39 which also indicates the probability of mistake is 39% while doing this analysis, therefore these two main figures show that there is no moderation effect. To see this visually linear graph going to help to see if the lines between our variables (AFF, INT, Remote) cross or not.

Figure 14

Mediator analysis chart between intrinsic motivation and affective commitment



Source: The author

As graph above shows, all the lines are parallel and if there is no crossing line, then it gives clear idea that there is no moderation analysis. Remote work doesn't affect how motivation influence organizational commitment. Previously in linear regression it was examined that employee motivation is in itself are in strong relationship with organizational commitment (R square adjusted = 54.4%) and this relationship doesn't affect by teleworking. In other words, it doesn't depend on if employees work

remotely or from office, Intrinsic and Extrinsic motivations will affect Affective, Normative and Continuance Organizational Commitment more or less in a same way.

Table 14

Test(s) of highest order unconditional interaction(s) for 3 organizational commitment dimensions

Dependent v.	Independent v.	Moderator	R Square change	P value
AFF	INT	REMOTE	0.0013	0.39
AFF	EXT	REMOTE	0.0001	0.77
CON	INT	REMOTE	0.0086	0.24
CON	EXT	REMOTE	0.0001	0.86
NOR	INT	REMOTE	0.1010	0.14
NOR	EXT	REMOTE	0.0010	0.43

Source: The Author

The table above is the summary of whole moderation analysis with three dimensions of organizational commitment (AFF – Affective commitment, CON – Continuance commitment, NOR – Normative commitment) and employee motivation (INT – Intrinsic motivation, EXT – Extrinsic motivation) and teleworking (REMOTE – Teleworking) as moderator. And as in all cases it has been proved that there is low indication of moderation effect and very high probability of mistake in this analysis, therefore, the all the hypothesis concerning moderation effect are rejected due to reason that remote work doesn't have any moderation effect. Due to such conclusion, there is new method or analysis going to be suggested with new alternative model.

3.5 Mediator analysis

After rejected moderation model, mediator analysis is going to be conducted to see how working remotely going to affect indirectly to organizational commitment. Below **Table 15** shows how strong relationship there is between motivation and one dimension of organizational commitment and there is 45% R Square, while with addition of Remote work only 6% added.

Table 3

Regression analysis with and without remote work for Affective organizational commitment

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,675 ^a	,456	,452	,40739	
2	,718 ^b	,516	,512	,38479	2,025

a. Predictors: (Constant), EXT, INT

b. Predictors: (Constant), EXT, INT, Remote

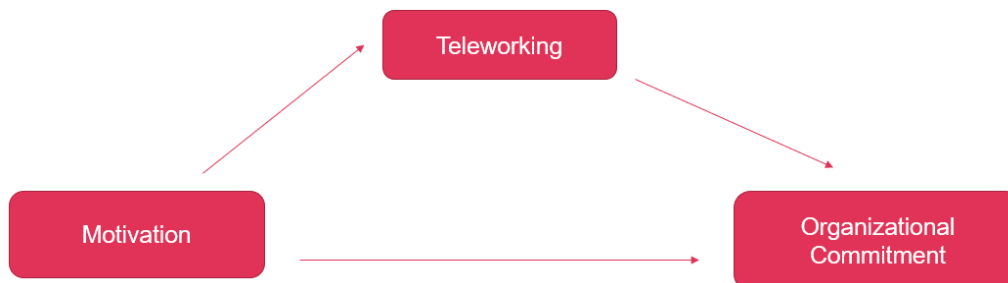
c. Dependent Variable: AFF

Source: The author

So, it shows strong link between Intrinsic and Extrinsic motivation and all dimensions of organizational commitment, and by using teleworking as mediator it will be analyzed if indirect effect from it is stronger or direct effect will be stronger. Below can be seen the mediator model for this analysis:

Figure 3

Mediator analysis model



Source: The author

In total 9 different mediator analysis going to be present, and it is going to include all three dimensions of organizational commitment (AFF, CON, NOR) and employee motivations (INT, EXT, and total motivation) with direct and indirect effect of it as remote work mediator. Conclusion for this analysis provide the total, direct and indirect effect, and percentage ration between them. Three different tables going to be made to show each commitment dimension separately.

Table 16

Mediator analysis for Affective organizational commitment

Independent v.	Dependent v.	Effect type	Effect amount	Percentage
MOT	AFF	Total	0.8016	100%
MOT	AFF	Direct	0.4701	58.65%
MOT	AFF	Indirect	0.3315	41.35%
INT	AFF	Total	0.6142	100%
INT	AFF	Direct	0.2140	34.84%
INT	AFF	Indirect	0.4002	65.16%
EXT	AFF	Total	0.6982	100%
EXT	AFF	Direct	0.3681	52.72%
EXT	AFF	Indirect	0.3301	47.28%

Source: The author

Generally, there is high level of effect both indirectly and directly to Affective organizational commitment as table above shows. The highest total effect happens both motivations, Intrinsic and Extrinsic participates together (0.8016). In this case their direct effect 1.5 ratio stronger than indirect effect (58.65 – 41.35). Intrinsic motivation has relatively low total effect compare with other two variables. However, in this case indirect effect with remote work as mediator are much stronger than direct effect with approximate 65 to 35 ratio. Extrinsic motivation and its effect to Affective organization commitment are almost similar directly and indirectly. Direct effect has 52.72%, while with mediator effect numbers are 0.3301 which 47.28% of total effect.

Table 17

Mediator analysis for Continuance organizational commitment

Independent v.	Dependent v.	Effect type	Effect amount	Percentage
MOT	CON	Total	0.9153	100%
MOT	CON	Direct	0.3696	40.38%
MOT	CON	Indirect	0.5457	59.62%
INT	CON	Total	0.6452	100%
INT	CON	Direct	0.0215	3.33%
INT	CON	Indirect	0.6236	96.65%
EXT	CON	Total	0.8736	100%
EXT	CON	Direct	0.4578	52.40%
EXT	CON	Indirect	0.4158	47.60%

Source: The author

In **Table 17** again different results based on which independent variables were used. Starting with total motivation, it has the second highest total effect among of all three organizational commitment dimensions, with 0.9153 effect rate. Comparison between direct and indirect link shows that with remote work as mediator effect is much higher than direct effect between independent and dependent variables, with ration of 59.62 to 40.38 percent. Intrinsic motivation has interesting statistic when it comes to its direct effect to Continuance organizational commitment. As table determined that there is only 0.215 point which makes 3.33 of total effect indicates that there is not much direct link between these variables, but as indirect relationship is 96.65% which explains how affective teleworking it is in this case. Extrinsic – Continuance mediator analysis has more total effect compare with Extrinsic – Affective analysis, but ratio of direct and indirect effect is same as previous table indicated which might explain that there is not huge effect of teleworking when it comes to extrinsic motivation.

Table 4

Mediator analysis for Normative organizational commitment

Independent v.	Dependent v.	Effect type	Effect amount	Percentage
MOT	NOR	Total	0.9812	100%
MOT	NOR	Direct	0.3780	38.52%
MOT	NOR	Indirect	0.6032	61.48%
INT	NOR	Total	0.7384	100%
INT	NOR	Direct	0.1027	13.91%
INT	NOR	Indirect	0.6357	86.09%
EXT	NOR	Total	0.8990	100%
EXT	NOR	Direct	0.4101	45.62%
EXT	NOR	Indirect	0.4890	54.38%

Source: The author

If compare two tables related to Normative and Continuance organizational commitment it can be seen that there are no big difference in numbers and percentages. Total motivation effect in **Table 18** the highest total effect among of all three organizational commitment dimensions, with 0.9812 effect rate. And indirect effect again much higher than direct effect related to relationship between both motivations and Normative commitment with percentage differences of 61.48 to 38.52. Intrinsic motivation has relatively higher indirect effect than from continuance mediator analysis

however still very low compare with indirect effect. Again, the ratio for extrinsic motivation is similar to other two table percentages however this time indirect link is higher than direct link.

To sum up our model and calculation, it is worth to mention that the corrected research model works perfectly and shows very well the effect from different variables that possible to get. Highest effect experienced from this analysis was on effect of total motivations to Normative commitment. The highest direct effect for Intrinsic and Extrinsic motivations was while analyzing affective commitment and 52.72% percent was achieved with in relationship with extrinsic motivation. Generally indirect effect is much stronger in most cases and especially when we compare intrinsic motivation with other variables. The lowest point is between intrinsic and continuance organizational commitment with direct link having 3.33% which shows in all three cases of dimensions that remote work strongly required to see the actual effect between motivation and organizational commitment, especially in case of Intrinsic motivation. This also can be named and as full mediation as in example above almost all effect goes indirect link and there is only 3 percent of direct link

CONCLUSION AND RECOMMENDATIONS

The following conclusions can be drawn from the research on employee motivation on organizational commitment while adapting to teleworking environment:

1. After the analysis of scientific literature concerning intrinsic and extrinsic motivation and all the three dimensions of teleworking it can be concluded that there is strong relationship between both motivation type and Affective, Continuance and Normative commitment. However, if we compare intrinsic motivation with extrinsic motivation from the results it was found out that there is more strong relationship between extrinsic and all three dimensions of commitment compare with Intrinsic. In other words, it is worth to mention that with the effect of Pandemic and remote work, employees tend to not have same intrinsic feelings towards their job and to keep their commitment level high companies should focus on some extrinsic incentives that could boost job commitment of employees. Regarding employee motivation, based on survey result and findings, it's right to mention that most of companies in Lithuania and Estonia managed to survive the outcome of the pandemic in less negative way company with other countries. And many different incentives were created for their employees to have the best experience and flexible work from home experience. Some companies added some bonuses to salaries as internet expenses or made it possible work from abroad which boosts employee's motivation. And at the same time such incentives only created positive outcome for organizational commitment for employees. Results from survey showed that 65.3% of respondents strongly concerned about future of their organization during pandemic which is also part of good strategy and motivation that created by companies for their employees. A good workplace is expected to provide higher-quality products, encourage more creativity, generate more skilled employees, and have lower resistance to change and turnover costs, all of which transfer directly into a stronger bottom line.

2. As topic solely focus on time duration of Pandemic, COVID-19 case were analyzed to determine the influence and impact on employee's motivation and commitment to their workplace and organization. The information show that it had detrimental effect which created high level of unemployment and for some countries, numbers are still raising. First period of this pandemic, people had to move from office to their home and work remotely, however with vaccines and eased situation of cases, particularly in EU created possibility for some to have next transition from home to office environment. These changes might provoke unstable and low motivation on workers; therefore, employees and organization might reconsider or create better environment for employees. While these

transitions happening again, some companies create their own system of solving this issue for their employees. Most of companies in Lithuania and Estonia are very flexible for their employees to work from home or within country. Even there are regulations regarding working from abroad for foreigners to be able to meet their families or friends after a while and restrictions because of pandemic.

3. Employees really get used to working remotely and this transition should be carefully organized, otherwise any mandatory or forceful rule regarding coming back to offices would affect detrimentally to employees' motivations and to their commitment. Survey results show that 74.8% respondents know how to be an effective e-worker which indicates that their competency and level of commitment should not be damaged because of this transitions and changes. Moreover, 62.5 percent of employees are happy with how their company trusts them to work effectively from home and created many trainings and development programs. It is right to mention that remote work now became important part of almost any employee's life, and it's suggested to always be able to create such environment for employees in need as people got used quickly during these two years for transitions. As businesses seek innovative methods to capitalize on the benefits of remote work while mitigating the risks, there is a growing need for policymakers to address remote work and its ramifications more actively and concretely. New rules should be developed to prevent these behaviors from negatively impacting teleworkers' comfort, health, and security, as well as to incentivize enterprises to move in this positive direction.

4. Regarding research analysis, it was found out that all the variables have strong relationship and especially Intrinsic and Extrinsic motivation can describe half of Organizational Commitment from regression analysis findings. However, the main moderation analysis proved that Teleworking doesn't have moderation effect and it doesn't explain much organizational commitment with such analysis which also rejects the hypothesis. Therefore, another mediation analysis was suggested. This analysis model created by Adam F. Hayes proved that Remote work can be used as mediator between Intrinsic and extrinsic motivation and Affective, Continuance and Normative organizational commitment.

5. From previous research it was found that there is high relationship and strong impact between Intrinsic motivation and organizational commitment (Choong Yo et al.; Joo B, 2011. et al., 2009; Hayati, K., et al., 2012). And most of researcher was found out there is more strong relationship between these two variables. Moreover Novitasari D. (2020) used Intrinsic and Extrinsic motivation as mediator in his research between organizational justice and organizational commitment. Based on our findings we can see that there are more effects between extrinsic motivation and organizational

commitment rather than intrinsic motivation on three dimensions of organizational commitment. Especially this can be seen in our mediator analysis where Teleworking as mediator has more effect on Affective, Continuance, and Normative commitment indirectly rather than direct effect from intrinsic motivation. In other words, nowadays there are a lot of issues that affect employees internally and externally. Having the same strong intrinsic motivation to keep with the tasks and be committed to your organization as previous research found out a decade ago might not be fulfilled. Therefore, companies need to focus on employee extrinsic motivation and support them from wherever they would work, home, office or abroad so they would bring back the same or better results by being flexible and receiving support from employers and managers.

SUMMARY

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Moderating Effect of Teleworking on the Influence of Employees' Motivation on
Organizational Commitment

Final Master Thesis

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Global Business and Economics

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The main aim of this master thesis was to explore the effect of employee motivation on organizational commitment while working remotely in Lithuania or Estonia. Many organizational commitment theories have been discussed in the Literature Review, with a particular emphasis on the work of Mowday, Steers and Porter and another two authors, Allen and Meyer and their Three Component Model of commitment. This approach defines organizational commitment as affective, normative, or continuous. For analyzing employee motivation, Self-determination theory was analyzed, and Intrinsic and Extrinsic motivation defined as independent variables of research. The information was acquired within Lithuania and Estonia using a custom designed questionnaire that included items to assess dimensions of commitment, motivation, and teleworking.

The empirical research stressed the connections between Intrinsic and Extrinsic motivation and organizational commitment dimensions. Analysis begins with demographics and comparison of means, where it was found out majority of answer are similar in comparison between countries, age, and gender. Only difference was that Lithuanian employees have more obligatory sense to their organization compare with Estonia. To test the impact, regression analysis was performed, and regression models for all types of commitment were built. Then Moderation analysis were tested with teleworking as moderator. However, it showed that there is low effect and high P value which rejects the model. Therefore, a new model for teleworking as mediator were implemented. This model was approved and determined high mediator affect as in most cases indirect value between motivation and dimensions of organizational commitment were higher.

SANTRAUKA

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Moderuojantis nuotolinio darbo poveikis darbuotojų motyvacijai, nulemiančiai įsipareigojimą organizacijai

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Pagrindinis šio magistro darbo tikslas buvo ištirti darbuotojų motyvacijos įtaką organizacijos įsipareigojimui, dirbant nuotoliniu būdu Lietuvoje ir Estijoje. Literatūros apžvalgoje buvo aptartos organizacinio įsipareigojimo teorijos, ypač pabrėžiant Mowday, Steers ir Porter bei kitų autorių Alleno ir Meyer pateiktą trijų komponentų įsipareigojimo modelį. Šiuo požiūriu yra išskiriamas afektinis, normatyvinis ir tęstinis organizacinis įsipareigojimas.. Analizuojant darbuotojų motyvaciją buvo atskleista apsisprendimo teorija, o vidinė ir išorinė motyvacija apibrėžta kaip nepriklausomas tyrimo kintamasis.

Empirinis tyrimas buvo orintuotas į sąsajas tarp vidinės ir išorinės motyvacijos ir organizacijos įsipareigojimo dimensijų. Analizė pradedama nuo demografijos ir vidurkių palyginimo, kur nustatyta, kad dauguma atsakymų, lyginant šalių, amžiaus ir lyties aspektus, yra panašūs, Skirtumas tik tas, kad Lietuvos darbuotojai yra daugiau įpareigoję savo organizacijai, lyginant su Estija. Siekiant patikrinti motyvacijos poveikį įsipareigojimui, buvo atlikta regresinė analizė ir sukurti visų tipų įsipareigojimų regresiniai modeliai. Mmoderatoriaus analizė buvo atlikta, nuotolinį darbą vertinant kaip moderatorių. Tačiau rezultatai parodė, kad yra mažas efektas ir didelė P vertė, kuri atmeta modelį. Todėl buvo suformuotas naujas modelis, kur nuotolinis darbas yra mediatorius.. Šis modelis buvo patvirtintas ir nustatytas aukštas mediatoriaus poveikis, nes daugelyje atvejų netiesioginė ryšio reikšmė tarp motyvacijos ir organizacinio įsipareigojimo dimensijų yra didesnė.

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APPENDIXES**Appendix 1****QUESTIONNAIRE****THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL COMMITMENT
DURING COVID-19****Section 1.**

1. Where currently are you resided?

- Lithuania
- Estonia

2. Please choose your business unit within Company X:

- Accounting
- Finance
- Legal
- IT
- Human Resources
- Operations
- Projects

3. How long have you worked for the Company?

- Less than a year
- 1 to 2 years
- 2 to 3 years
- 3 to 4 years
- 4 years or over

4. What is size of company?

- Micro (1-6)
- Small (<250)
- Medium (<500)
- Large (<1000)
- Enterprise (1001 or more)

Section 2. The Work Preference Inventory (WPI) Questionnaire

Kindly read the below statements and choose the option which best expresses your thoughts towards the organization (Strongly disagree, Disagree, Neutral, Agree, Strongly agree).

1. I enjoy tackling problems that are completely new to me.
2. I enjoy trying to solve complex problems.
3. I want my work to provide me with opportunities for increasing my knowledge and skills.
4. As long as I can do what I enjoy, I am not that concerned about exactly what I'm paid.
5. I enjoy doing work that is so absorbing that I forget about everything else.
6. It is important for me to be able to do what I most enjoy.
7. I want to find out how good I really can be at my work.
8. No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.
9. I am more comfortable when I can set my own goals.
10. I am strongly motivated by the money I can earn.
11. I have to feel that I am earning something for what I do
12. I am strongly motivated by the recognition I can earn from other people.
13. I want other people to find out how good I really can be at my work.
14. I believe that there is no point in doing a good job if nobody else knows about it.
15. I am less concerned with what work I do than what I get for it.
16. I prefer having someone set clear goals for me in my work.
17. To me, success means doing better than other people.
18. I am keenly aware of the income goals I have for myself.

Section 3. Organizational Commitment Questionnaire

1. I am proud to belong to this organization
2. I identify with the values that are promoted by the organization
3. I am concerned about the future of the organization
4. I have made a great effort for this organization
5. I would be very happy to spend the rest of my career with this organization.
6. This organization has a great deal of personal meaning for me
7. If I left the organization, my personal situation would get worse.
8. Working in this organization is better than working in another one with similar activities.
9. It would be very difficult to find an alternative activity if I had to leave the organization

10. It would be difficult to carry out my work in another organization
11. I have a lot to lose if I leave the organization
12. If I had not already put so much of myself into this organization, I might consider working elsewhere
13. I feel morally obliged to continue in this organization
14. I would not leave my organization right now because I feel a sense of obligation to the people in it
15. I am loyal to the organization
16. My conscience compels me to continue in the organization
17. Remaining with this organization is consistent with my way of thinking
18. I would feel guilty if I left my organization now

Section 4. E-Work Life Scale Questionnaire

1. I know what it takes to be an effective e-worker
2. My organization provides training in e-working skills and behaviors
3. When e-working remotely I often think about work-related problems outside of my normal working hours
4. Constant access to work through e-working is very tiring
5. When e-working I can concentrate better on my work tasks
6. I can manage my time well when e-working
7. My supervisor gives me total control over when and how I get my work completed when e-working
8. My organization trusts me to be effective in my role when I e-work
9. I trust my organization to provide good e-working facilities to allow me to e-work effectively
10. I feel that work demands are much higher when I am working remotely
11. I am highly motivated to work past normal work hours when e-working
12. I am happy with my work life balance when e-working remotely
13. If I am interrupted by family/other responsibilities whilst e-working from home, I still meet my line manager's quality expectations
14. My work is so flexible I could easily take time off e-working remotely, if and when I want to
15. My overall job productivity has increased by my ability to e-work remotely/from home

Demographic information.

1. Are you male or female?

- Male
- Female
- Other

2. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older

3. What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school degree or equivalent
- Some college/university but no degree
- College degree
- Bachelor's degree
- Master's degree or higher

End of questionnaire.

1. Nonparametric test for gender.

Appendix 2

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of INT is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,781	Retain the null hypothesis.
2	The distribution of EXT is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,061	Retain the null hypothesis.
3	The distribution of AFF is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,124	Retain the null hypothesis.
4	The distribution of CON is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,678	Retain the null hypothesis.
5	The distribution of NOR is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,676	Retain the null hypothesis.
6	The distribution of Remote is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,723	Retain the null hypothesis.
7	The distribution of MOT is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	,206	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

2. Nonparametric test for country

Hypothesis Test Summary

	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of INT is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,116	Retain the null hypothesis.
2	The distribution of EXT is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,691	Retain the null hypothesis.
3	The distribution of AFF is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,126	Retain the null hypothesis.
4	The distribution of CON is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,201	Retain the null hypothesis.
5	The distribution of NOR is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	<,001	Reject the null hypothesis.
6	The distribution of Remote is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,352	Retain the null hypothesis.
7	The distribution of MOT is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,207	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

3. Nonparametric test for level of education

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of INT is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,217	Retain the null hypothesis.
2	The distribution of EXT is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,819	Retain the null hypothesis.
3	The distribution of AFF is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,418	Retain the null hypothesis.
4	The distribution of CON is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,855	Retain the null hypothesis.
5	The distribution of NOR is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,714	Retain the null hypothesis.
6	The distribution of Remote is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,910	Retain the null hypothesis.
7	The distribution of MOT is the same across categories of Level of Education.	Independent-Samples Kruskal-Wallis Test	,679	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

4. Nonparametric test for age

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig. ^{a,b}	Decision
1	The distribution of INT is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,098	Retain the null hypothesis.
2	The distribution of EXT is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,575	Retain the null hypothesis.
3	The distribution of AFF is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,064	Retain the null hypothesis.
4	The distribution of CON is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,465	Retain the null hypothesis.
5	The distribution of NOR is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,216	Retain the null hypothesis.
6	The distribution of Remote is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,010	Reject the null hypothesis.
7	The distribution of MOT is the same across categories of Age.	Independent-Samples Kruskal-Wallis Test	,202	Retain the null hypothesis.

a. The significance level is ,050.

b. Asymptotic significance is displayed.

Appendix 3

5. Regression analysis Coefficients for Affective commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,658	,180		3,648	<,001		
	INT	,312	,057	,290	5,458	<,001	,619	1,616
	EXT	,501	,058	,456	8,582	<,001	,619	1,616

a. Dependent Variable: AFF

Model		B	Bias	Std. Error	Bootstrap ^a		
					Sig. (2-tailed)	95% Confidence Interval	
					Lower	Upper	
1	(Constant)	,658	,007	,159	<,001	,363	1,013
	INT	,312	,003	,085	,002	,158	,473
	EXT	,501	-,005	,077	<,001	,340	,649

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

6. Regression analysis Coefficients for Continuance commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,180	,227		-,793	,429		
	INT	,156	,072	,118	2,169	,031	,619	1,616
	EXT	,775	,073	,575	10,552	<,001	,619	1,616

a. Dependent Variable: CON

Bootstrap for Coefficients

Model		B	Bias	Std. Error	Bootstrap ^a		
					Sig. (2-tailed)	95% Confidence Interval	
					Lower	Upper	
1	(Constant)	-,180	,010	,281	,509	-,683	,450
	INT	,156	,003	,100	,122	-,045	,353
	EXT	,775	-,005	,086	<,001	,600	,948

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

7. Regression analysis Coefficients for Normative commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,377	,244		-1,542	,124		
	INT	,316	,077	,225	4,091	<,001	,619	1,616
	EXT	,699	,079	,485	8,835	<,001	,619	1,616

a. Dependent Variable: NOR

Bootstrap for Coefficients

Model		B	Bias	Std. Error	Bootstrap ^a		
					Sig. (2-tailed)	95% Confidence Interval	
					Lower	Upper	
1	(Constant)	-,377	,003	,267	,141	-,822	,204
	INT	,316	-,005	,117	,010	,069	,531
	EXT	,699	,004	,101	<,001	,503	,904

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples