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# The Mediating Effect of the Perceived Intensity of Telework Use on Employees' Commitment to the Organisation and Work-Life Balance

**SUMMARY OF DOCTORAL DISSERTATION**

Social science,  
Management S 003

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Suvokiamo nuotolinio darbo  
naudojimo intensyvumo,  
kaip mediatoriaus, poveikis  
darbuotojų įsipareigojimui  
organizacijai ir darbo-asmeninio  
gyvenimo balansui

**DAKTARO DISERTACIJOS SANTRAUKA**

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## ABSTRACT

Relevance of the scientific research problem formulated in the dissertation was determined by the lack of studies in the scientific research to date, which would evaluate the intensity of telework use as an important factor that has a different effect on the organisational commitment and work-life balance. In addition, the dissertation sought to determine the impact of the individual's personal abilities to work remotely and chosen organisational attributes: *the nature of work and suitability related to work task specificity; the organisational attitude towards telework and the provision of the workplace with technologies required for telework* on the perceived intensity of telework use, and at the same time to evaluate the effects of these attributes on the said constructs, when the perceived intensity of telework use acts as a mediator variable.

A quantitative study – the survey of telework employees was conducted. Analysing the empirical research data, exploratory factor analysis, *Cronbach's Alpha* reliability analysis, regression analysis, correlation analysis, and mediation effect analysis methods were employed.

The research results revealed that the perceived intensity of telework use was mostly positively influenced by the organisation's attitude to telework; and slightly less, by the individual's personal abilities to work remotely. It was identified that the perceived intensity of telework use had the greatest positive effect on normative commitment. Meanwhile, the perceived intensity of telework use has equally positive effect on two work-life dimensions: time intended for the family and friends and time intended for oneself. Finally, the obtained research findings revealed that the perceived the intensity of telework use mediated the influence of the individual's personal abilities to work remotely on all three dimensions of the organisational commitment and two dimensions of work-life balance. It also mediated the influence of the organisation's attitude to telework on affective, continuance and normative commitment.

**Keywords:** telework, the perceived intensity of telework use, organisational commitment, work-life balance

**Relevance of the topic.** The intensive penetration of information and communication technologies into the labour market has also determined the modernisation of work organization processes. The digitization of information and telecommunications enabled to perform most of intellectual activities not only in the work premises but also in other spaces distant from the main workplace. Thus, as the technology revolution gradually releases modern intellectual work from the constraints of the physical location, telework is becoming an increasingly accelerating trend in the world.

The World Economic Forum identifies telework as one of the biggest transformations of the labour economy in recent years. As a social phenomenon, telework began to take shape in the United States in the 1970s of the 20<sup>th</sup> century. This is where the first beginnings of telework were recorded too and where in 1972, Professor Jack M. Nilles, who is called the father of the teleworking concept, started doing research that has proved long-term economic and social benefits provided by this flexible form of work organization. As a result, the fastest spread of telework was recorded in the US. As stated in Gallup's (2015) report, in 2015, about 37 per cent of all manpower of the USA were working remotely.

In Europe, the start of telework could be related to the recommendations adopted by the European Commission in July, 1997 on the development of the social and labour market dimensions of the information society. The recommendations also included commitments to promote teleworking in Europe. In July, 2002, the agreement of the European Union's social partners (the European Trade Union Confederation (ETUC), the Union of Industrial and Employers' Confederations of Europe (UNICE), the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME), the European Centre of Employers and Enterprises Providing Public Services (CEEP)) regarding teleworking was reached. The said agreement also defined important principles such as employment and working conditions, work organisation, occupational safety and health requirements, trainings, employee rights established by collective agreements, privacy and other aspects. This was an important step for the spread of this new form of work organisation in Europe, enabling

the states themselves to voluntarily choose implementation of the said provisions.

The above-mentioned recommendations and agreements promoted the spread of telework outside the US but at a slightly slower pace. According to Eurofund (2017), there were 17 per cent of workforce teleworking in the EU member states, while the largest share of teleworkers (37 per cent) was recorded in Denmark. In Lithuania, only about 13 per cent of workforce work remotely, while the highest prevalence of such employees is recorded in the telecommunications and information technology services sector.

The development of telework and the intensity of its use have been largely determined by technological, labour market and demographic changes. Due to the intensity of the development and use of information technologies in the workplace, members of the organisation often work in different geographical areas without a direct physical contact and use information and communication technologies for communication and staying in contact. For these reasons, employees, sometimes without feeling it, interact with each other not meeting in person but remotely, using information technologies, and perform various work-related tasks getting together in virtual teams.

Technological achievements, the speed at which they are changing, and global competition among organisations also determine change in the labour market. Along with the increasing lack of appropriate people to lead and solve business challenges, business organisations are forced to “fight” for the most talented employees – this phenomenon is otherwise called as the talent war. A study by LinkedIn (2018) predicts that by 2030, the global talent shortage could reach 85,2 million people, costing companies trillions of dollars in lost economic opportunity. Knowledge-intensive industries will encounter the biggest talent crunch.

Alongside these relentless challenges, as a result of the demographic change, the labour market is daily supplemented by generation Y representatives who are educated, knowledgeable in modern technologies, distinguishing themselves not by loyalty to the employer but seeking greater flexibility at work and successful reconciliation of work, private life and family interests. Disloyalty of generation Y and

rapid change are among the most burning problems encountered by organisations today; thus, researchers are debating how to attract and retain millennial talent contributing to business success (Petrucci, 2017). Deloitte (2016) conducted a millennial generation's study found that work flexibility, work-life balance integration allowing employees to create work schedules appropriate for them and to carry out work tasks not only at the workplace but also at home or elsewhere, motivates employees and promotes their commitment to the organization, this way also increasing organisational stability with regard to employees.

Striving for a work-life balance is important for talented workforce as a whole but is often an unattainable goal for many people around the world. Demographic change such as the growing number of families with both partners working, the increasing number of working single parents, the increasing responsibilities of taking care of others due to the aging workforce, and the technological change related to the development of communication technologies allowing to reach the employee 24 hours a day and 7 days a week create challenges for employees seeking to successfully reconcile these two areas of life. Scientists unambiguously agree that the work-life conflict, absence of balance between these two areas contribute to negative consequences such as increased stress level, lower job satisfaction, which also directly leads to higher turnover of employees and lower organisational commitment.

As a result, business organisations operating in the knowledge-based economy conditions are particularly dependent on the most important and unique organisational asset – human resources, human knowledge and skills. Thus, it becomes necessary to respond to the new expectations of employees – the striving for a better work-life balance and flexibility at work. All of this encourages organisations seeking to respond to the above-mentioned challenges to apply measures promoting work-life balance and/or favourable for the family, which help to solve problems of meeting employees' new needs, of organisational commitment and to implement flexible work organisation methods such as teleworking.



**Rationale of the research problem.** A comprehensive analysis of research on telework, organisational commitment, and work-life balance revealed the relevance of the topic under analysis among researchers. To describe work in a space located remotely from the organisation's office researchers use the concepts of telework, teleworking; homeworking, home-based telework, working from home; telecommuting; virtual office, virtual work; flexiplace, flexible work; and distance work. The variety of terms reveals the topics of the content of the concept, while the lack of their accuracy as well as the wide variety of definitions of telework in the scientific literature become quite a big obstacle to investigate the phenomenon of telework (Allen et al., 2015).

It is noteworthy that most of research focused on investigation of telework as a phenomenon, without considering the intensity of its use. One of the possible reasons for the lack of such research is that intensity in the work context is a poorly developed construct. The scientific literature lacks a general theory for grounding research on work intensity. Researchers of different disciplines, investigating work intensity, accentuate different aspects comprising work intensity such as pace, work effort and effect (Green, 2004), time demands (longer working hours), emotional demands (work stress level) and job demands (workload) (Burke et al., 2010), high working speeds, tight deadlines or insufficient time to complete a job (Ozutku and Altindis, 2013), role overload, time demands, and hours worked (Boxal and Macky, 2014).

In the context of research on teleworking, several interpretations of telework intensity can be found, attempting to define it as the amount of time employees spend on tasks in the environment remote from the organisation's office (Biron and van Veldhoven, 2016; Hoornweg et al., 2016), as the number of hours or days per week, worked at home (Nyaanga, 2012), as a percentage of teleworked hours per week (Golden, 2006), but generally not considering other important attributes of intensity of telework use such as amount, effort, location, or task. Thus, the performed analysis shows the lack of agreement on the appropriate measurement for the construct of subjective (reflective) intensity of telework use.

Telework is not just a new way of presenting and completing tasks. It creates a new form of work organisation, in which task setting operates differently, greater integration problems, other than usual managerial responsibilities, employee skills and abilities are encountered. Based on the performed analysis of scientific literature, the use of telework is strongly influenced by various attributes related to organisational and human resources, which together may positively or negatively determine the prevalence of telework in organisations or its absence. Researchers confirm in their research that organisations who decide to implement the telework organisation form must assess the personal traits of employees and their suitability for teleworking (de Vries et al. 2018; Bailey and Kurland, 2002; Sullivan and Lewis, 2001; Shockley and Allen, 2012; Gareis, 2002; Haddon and Brynin, 2005; Lapierre and Allen, 2012; Wiesenfeld, 2003; Morgan, 2004). Another part of researchers states that teleworking and its use are also influenced by various organisational attributes such as the nature of work and the specificity of work tasks, the organisational attitude and the provision with technologies required for teleworking (de Vries et al., 2018; Bailey and Kurland, 2002; Golden and Veiga, 2008; Allen et al., 2015; Kelly and Kalev, 2006; Garrett and Danziger, 2007; Waber, 2013; Mueller et al., 2011). However, scientific literature under analysis lacks a complex assessment of such attributes in order to identify which of the said attributes have the greatest influence not only for the implementation of telework as a flexible form of work in the organisation but, most importantly, for the perceived intensity of its use.

In the context of the topics analysed in the dissertation, it should be noted that foreign researchers have paid quite considerable attention for analysing and revealing the relationship between telework and overall organisational commitment (Bailey and Kurland, 2002; Hill et al., 2010; Golden et al., 2008; Hunton and Norman, 2010; Golden, 2006; Biron and van Veldhoven, 2016; Hanna de Vries et al., 2018). The review and analysis of the said studies has revealed that there is a lack of research that would not only include the intensity of telework use but also evaluate its impact on different dimensions of

organisational commitment: affective, continuance, and normative commitment.

Analysing and assessing the links between the constructs of telework and work-life balance, foreign researchers assess them ambiguously. One part of researchers (Sullivan and Lewis, 2001; Gajendran and Harrison, 2007; Fonner and Roloff, 2010; Bailey and Kurland, 2002; Johnson et al., 2008; Hill et al., 2003) distinguishes the positive effect of telework on the balance of work and personal life. However, there are also studies stating that telework does not always help to maintain balance work and private life (Baruch and Nicholson, 1997, Sullivan and Lewis, 2001; Russell et al., 2009, Allen, 2012, Bailey and Kurland, 2002); on the contrary, telework is associated with work-family or work-life conflict. Despite the relatively wide range of research, there is a lack of research among researchers, assessing the effect of intensity of telework use on work-life balance.

The research problem investigated in the dissertation pertains to the fact that so far, the effect of the intensity of telework use on the organisational commitment (affective, continuance and normative) and on work-life balance has not been investigated.

In addition, there is a lack of research that would assess the impact of personal and organisational attributes on the intensity of telework use in a complex manner. Finally, in the context of the dissertation research, the effect of personal and organisational attributes on the organisational commitment and work-life balance is assessed, when the perceived intensity of telework use acts as a mediating variable.

Considering the reviewed problem aspects of the topic under analysis, it can be stated that there is a particular lack of research that would include the intensity of telework use as an important factor that differently influences organisational commitment and work-life balance along with the manifestations of personal and organisational attributes. All of this allows to formulate *a research problem* expressed as a problem question: What effect do personal and organisational attributes have on the perceived intensity of telework use and, at the same time, what is the mediating effect of the perceived intensity of telework use on the organisational commitment and work-life balance? The response to the raised research question would fill the research

gaps that currently exist in the scientific literature on telework, which is the striving of this dissertation.

**The research object** is the mediation effect of the perceived intensity of telework use on employee commitment and work-life balance.

**The research aim** is to identify the mediation effect of the perceived intensity of telework use on employee commitment to the organisation and work-life balance along with the manifestation of personal and organisational attributes.

**To achieve the research aim, the objectives are raised:**

- To review the concept of telework and to describe the intensity of telework use by performing the analysis of attributes of the telework model.
- To analyse the theoretical aspects of employee commitment to the organisation and work-life balance, highlighting their importance in the context of emerging challenges.
- To reveal relationships between telework, the intensity of its use and personal and organisational attributes affecting it, employee commitment to the organisation, and work-life balance.
- To develop the conceptual model of the mediation effect of the perceived intensity of telework use on employee commitment as well as work-life balance along with the manifestation of personal and organisational attributes.
- To evaluate the impact of the individual's personal abilities to work remotely and chosen organisational attributes on the perceived intensity of telework use.
- To evaluate the impact of the perceived intensity of telework use on employees' organizational commitment and work-life balance.
- To evaluate the impact of the individual's personal abilities to work remotely and selected organizational attributes on employees' organizational commitment and work-life balance, when the perceived intensity of telework use acts as a mediator variable.

### **Defended statements**

- The largest positive impact on the perceived intensity of telework use is made by the organisation's attitude towards telework and slightly lesser, by the individual's personal abilities to work remotely.
- The perceived intensity of telework use has a positive effect on affective, continuance, and normative commitment, while the greatest positive effect of the perceived intensity of telework use is on normative commitment.
- The perceived intensity of telework use has an equally positive impact on time intended for the family and friends and time intended for oneself.
- The individual's personal abilities to work remotely have a positive impact on the organisational commitment (on all three dimensions: affective, continuance, and normative commitment); time intended for the family and friends and time intended for oneself, when the perceived intensity of telework use acts as a mediator variable.
- The organization's attitude towards telework has a positive effect on the organisational commitment (on all three dimensions: affective, continuance, and normative) only when the perceived intensity of telework use acts as a mediator variable.

**Research methods.** In the theoretical sections of the dissertation, to generalise theoretical and practical research on telework, intensity of its use, organisational commitment and work-life balance, the systemic comparative analysis, synthesis and generalization of scientific literature were carried out.

To conduct the empirical research, the quantitative research method, which was employed in two phases, was selected. In the first phase, a pilot quantitative study was conducted, mainly aiming to test the questionnaire compiled for the main quantitative study. During the pilot study, it was sought to evaluate the internal reliability of developed scales by calculating *Cronbach's alpha* coefficients. It was also tested whether respondents easily understood the given questions,

whether the instructions for completing the questionnaire were easy to understand and clear.

In the second phase, the main quantitative study – an online survey – was conducted. After considering the remarks received during the pilot quantitative study, the questionnaire was adjusted for the quantitative study. The instrument of the main study consisted of the blocks of questions about demographic and telework attributes and seven constructs, five of which were constructed on the basis of the performed analysis of scientific literature and two were constructs compiled by other researchers. The Lithuanian wordings of questions of constructs created by other researchers were formulated applying the double translation method.

The main quantitative data analysis methods used were exploratory factor analysis, reliability analysis (*Cronbach's Alpha*), correlation analysis, regression analysis and mediation analysis. Quantitative research data were calculated using the statistical analysis and data processing software package *IBM SPSS Statistics 23*.

### **Scientific novelty and theoretical significance of the research**

- The review of the topics comprising the concept of telework and the intensity of its use and of the analysis of the model attributes was performed to define the concept of telework and to describe the intensity of telework use.
- The exhaustive analysis of theoretical concepts of work-life balance, the analysis of explanatory theories and models for more concrete description and clarification of the work-life balance phenomenon field are presented.
- When examining the impact of telework on organizational commitment and work-life balance, the construct of perceived (subjective) intensity of telework use was included, which so far, has not been extensively studied in the research on telework.
- For the first time, the systemic and thorough empirical study was conducted to fill the research gap and broaden the field of research on telework, identifying relationships between personal and organisational attributes, the perceived intensity of telework use, organisational commitment, and work-life

balance. The links between all said constructs taken together have not been studied.

- Expanded research base exploring the influence of personal and organizational attributes on organizational commitment and work-life balance, when the perceived intensity of telework use acts as a mediator variable.
- A new methodology has been proposed and applied to objectively, comprehensively and clearly determine not only the effects of the perceived intensity of telework use on organizational commitment and work-life balance, but also the effects of personal and organizational attributes on the above constructs.
- Expanded research base exploring the impact of the perceived intensity of telework use on three dimensions of organizational commitment: *affective, continuance, normative* and on three dimensions of work-life balance: *time intended for work; time intended for the family and friends and time intended for oneself*.
- The dissertation presents a systemic model of the perceived intensity of telework use, its determinants, the mediator and related constructs, that will add new theoretical insights to the science research and allow to have more commonality and continuity in methodology for future telework studies.

### **Practical significance of the research**

- The importance of the individual's personal abilities to work remotely and organisation's attitude towards telework was revealed in Lithuania and their positive impact on the perceived intensity of telework use.
- The results of empirical study provide an opportunity to demonstrate the greatest positive influence of the perceived intensity of telework use on normative commitment; time intended for the family and friends and time intended for oneself.
- The developed research instruments for the perceived intensity of telework use and its determinants will provide real practical

application opportunities in the research work of other researchers as well.

- The results of the empirical study along with the provided insights are relevant to human resources management departments and business executives, providing them with the opportunity to more comprehensively perceive the importance of telework as a flexible form of work organisation and its real benefit in the dynamic environment conditions and to apply this in practical activities, seeking to solve talented employees' attraction and retention problems.

### **Limitations of research**

One of the limitations of the dissertation research is the choice of organisational commitment and work-life balance as outcome factors. The said limitation prevents from drawing any conclusions about other outcome factors analysed in the research field of the dissertation topic, for example, productivity, work performance, level of work-related stress, job satisfaction, occupational and social isolation.

Another limitation of the dissertation research is that the investigation of the mediation effect of the perceived intensity of telework use on employee commitment to the organisation and work-life balance was disassociated from the analysis of respondents' opinion by various demographic data. This could be a perspective for further research, seeking to reveal a broader context of the research.

One more limitation of the study is that none of the previous studies attempted to provide a construct intended for the subjective (reflective) measurement of the intensity of telework use; therefore, while preparing the research instrumentation, the absence of research and methodologies applied in it, which could serve as a basis, was noted. At the same time, this also limits the opportunity of comparing research findings with research conducted in other countries.

Further limitation of the research is related to the selected data analysis method. One of the key methods used for analysing data obtained from the quantitative study in the dissertation was the regression analysis. It is likely that application of structural equation



modelling would enable to reveal more diverse relationships between variables.

Still another limitation of the research is that the research was conducted only in Lithuania, which means that the research data is limited both geographically and culturally. Only employed residents of the Republic of Lithuania working remotely were surveyed, which makes it impossible to evaluate the research findings in the wider international context.

Finally, the research could have been limited by the exhaustiveness and length of the questionnaire of the main quantitative study, which might have annoyed the respondent and aroused reluctance to answer the questions. Limitation also could have been determined by the fact that the study was conducted online. All of this might have resulted in a small number of respondents to the questionnaire.

### **Structure of the dissertation**

The dissertation consists of the introduction, four sections of the theoretical analysis, forming the theoretical framework of the dissertation, the section on research methodology and the empirical data analysis, scientific discussion, conclusions and recommendations, the list of references and appendices.

The theoretical rationale of the dissertation consists of four sections.

The first section, “*Conceptual substantiation of telework and the intensity of its use*” primarily discusses the topics of the telework concept. The diversity of terms describing work in a space located away from the workplace, the lack of their accuracy and the wide variety of definitions of telework in the scientific literature aggravate investigation of the topics of telework. In spite of this, based on the performed analysis of scientific literature, the essential attributes of this form of work organisation have been distinguished; therefore, in this dissertation, telework is defined as “the form of work organisation when the employee partially or fully performs job functions attributed to him/her not in the employer’s office but in another workplace located away, using information technologies” (Kurland and Bailey, 1999; Konradt et al., 2000; Baruch, 2001; Fonner and Roloff, 2010). Haddon

and Brynin (2005) point out that telework is not a homogeneous formation; therefore, the dissertation also exhaustively deals with the individual elements comprising telework such as workplace, time and amount diversity. The classification of elements making up telework allows to divide telework into separate types of telework by workplace (i.e., *where work is done remotely*), time allocation (i.e., *when work is done remotely*), and the intensity of use (i.e., *how often the employee works remotely*). It is also noteworthy that the element of information technology is to be considered one of the most prominent attributes distinguishing between simple kinds of distance work (regular outwork or performance of other work functions remotely without the use of information technology tools) and telework, when the totality of telework attributes manifests itself.

It has been noted that researchers investigating the telework field rarely analyse telework according to the intensity of its use. It should be pointed out that even if this dimension is included, most often, intensity is measured considering the number of hours or days teleworked per week or by the percentage share of telework. For example, Biron and van Veldhoven (2016) define the intensity of telework use as the amount of time employees spend on tasks, working away from the central workplace. Nyaanga (2012) measures the intensity of telework only according to the number of hours or days per week, worked at home, confining to only one place of telework – home. Researchers Hoornweg et al. (2016) measure the intensity of telework by the number of teleworked hours per week, maintaining that 8 teleworked hours or less per week is low intensity of telework, whereas 8 teleworked hours and more per week means high intensity of telework. In the study conducted by Golden (2006), the intensity of telework is defined as a proportion (percentage) of telework per week. Authors Gajendran and Harrison (2007), Perez Perez et al. (2003) tend to describe the intensity of telework use according to periodicity, distinguishing *full-time telework*, *partial telework*, and *ad hoc telework*. Thus, there is a lack of research on the subjective intensity of telework use.

It is also noteworthy that there is no common theory on which the research into intensity of work would be grounded in scientific

literature, and researchers of different disciplines assessed work intensity using different systems. As a result, intensity in the context of work is a poorly developed construct. In spite of poor substantiation and topics, fragmentarily analysed aspects of intensity in the context of work can be found in scientific literature. Researchers of different disciplines state that work intensity consists of such aspects as pace, effort (“work effort”) and effect (Green, 2004), time demands (longer working hours), emotional demands (work stress level) and job demands (workload) (Burke et al., 2010), high working speeds, tight deadlines or insufficient time to complete a job (Ozutku and Altindis, 2013), role overload, time demands, and hours worked (Boxal and Macky, 2014). Analysing the work intensity component, Burke et al. (2009); Green (2001) distinguish efforts and the degree of their intensity during the worked time. The said researchers assess work intensity as an effort-related activity, as “work effort”. In this case, Green (2001) describes work effort as “the rate of physical and/or mental input while completing work tasks at work”. The said researcher mostly focused on “effort changes” when respondents were asked to compare their current situation with the one they were in five years ago. Granter, et al. (2018), meanwhile, note that a particularly common concept in analysing work intensity is workload and time, fast work pace, long work hours, and a sense of endless workload (Felstead et al., 2013; Green, 2004). Having considered all this, it is obvious that it is difficult to measure work intensity objectively. For this reason, in the dissertation, the perceived intensity of telework use is measured on the basis of subjective assessment of the totality of aspects such as effort, workload, and working time (work pace).

A number of significant studies have been conducted, seeking to identify the factors promoting to change well-established work patterns and to create remote workplaces based on the use of information and communication technologies. Researchers pointed out the necessity to identify the “right individuals” to do the “right jobs” along with the right managers and the right context in order to maximize the benefits provided by such work pattern. All of this means that organisations that make a decision to introduce the telework form of work organisation

must identify the *suitability of the organisation's attributes* for telework and the *suitability of the employees' personal traits* for telework, which determines both the implementation of telework as a flexible form of work organisation in the organisation and the intensity of its use. For this reason, the dissertation comprehensively discusses various attributes of the organisation, determining its suitability for telework: attributes related to the nature of work, encompassing the nature of work and work processes; attributes related to the organisational attitude, encompassing the organisation's goals, organisational culture, managerial support, control mechanisms; attributes related to the organization's infrastructure, including information technologies, communication solutions, information and data security. The attributes of suitability of personal traits for telework – individual attributes encompassing individual goals and skills – are also analysed.

Finally, the section is completed with the discussion of the effect of telework as a flexible form of work organisation on employees, the organisation and society, noting that the effect of telework on employees and organisations can vary significantly depending on whether the teleworker works full time, or just part of the time. Thus, the intensity of telework use plays quite an important role, explaining the formation of different conclusions on the effect of telework.

The second section “*Organisational commitment as an object of scientific research*” analyses the phenomenon of the organisational commitment, presenting its concept, conceptual models, determinants, and consequences.

The section emphasizes that different perceptions of the organisational commitment construct among researchers not only aggravate but also promote the study of this phenomenon. Various historically formed theoretical perspectives, accentuation of different attitudes to the phenomenon of organisational commitment also lead to different interpretations of scholars. Some definitions describe organisational commitment more as a phenomenon, treating it as: an *approach* towards the organisation (Johnson et al., 2010; Ahmad and Rainyee, 2014); an *inner strength* inducing action (Meyer et al., 2006); a *psychological state* that characterizes the employee's relationship with the organisation (Allen and Meyer, 1991; Yousef, 2016) or a *psycho-*

*logical relationship* with the organisation (O'Reilly and Chatman, 1986; Mercurio, 2015). Meanwhile, causes or consequences of commitment are envisaged in other definitions treating commitment as an *exchange* between the employee and organisation (Angle and Perry, 1981), as *correspondence* of the employee's and organisation's values, goals (O'Reilly and Chatman, 1986; Mercurio, 2015), and as *motivation* (Meyer and Herscovitch, 2001; Posey, Roberts, Lowry, 2015). However, after analysing the concepts of the organisational commitment, it can be seen that the organisational commitment has become a multicomponent phenomenon, manifesting itself through the evaluation of employees' psychological state, the relationship between the individual and organisation, inner strength, approach related to the person's identification with the organisation, the sense of duty and potential losses while leaving the organisation.

The dissertation also presents a generalised overview of conceptual models of the organisational commitment. It is noteworthy that early research on organisational commitment was based on a *one-dimensional* or *one-component* model of the organisational commitment. Later, considering the shortcomings of the one-dimensional model, researchers (Angle and Perry, 1981; Bar-Hayim and Berman, 1992; Mayer and Schoorman, 1998) developed several two-dimensional models of the organisational commitment. However, the most widely employed in scientific research, most investigated empirically and validated is the *three-dimensional* model of the organisational commitment developed by Meyer and Allen (1991), comprising three constituent components of commitment: affective, continuance, and normative. The said three dimensions of the organisational commitment (affective, continuance, and normative) are perceived not as kinds but as separate components reflecting a peculiar psychological state of the employee. *Affective commitment* is described as the employee's emotional attachment to the workplace, involvement in its activities, interest in its goals and values, and identification with it. *Continuance commitment* in the research of the above-mentioned researchers pertains to the economic exchange between the organisation and the employee and manifests itself by evaluation of losses related to leaving the organisation and the expected benefits, staying in the organisation. *Normative commitment*

reflects the employee's sense of duty and responsibility to remain in the organisation in which they work. Three separate components of commitment (three-dimensional constructs) mean that the employee may, to varying degrees, experience all three psychological states, while individual components may have different effects on the employee's behaviour. Therefore, in order to determine employees' commitment to the organisation, it is analysed in the dissertation by including all three constituents of commitment dimensions.

The third section "*The phenomenon of work-life balance and its manifestation in the context of human resource management*" provides the review of the work-life balance phenomenon, presenting the concept, research directions, and theories explaining the construct and analysing the factors influencing the said phenomenon, the positive aspects and the consequences of its lack.

The early studies on work and private life commonly employed the term *work-family balance*. Some time later, researchers and organisations recognized that all employees, even those without families or children, had a non-work-related private life. Grisslich et al. (2012) also pointed out that individuals needed time for themselves too – they wanted to have *me time*. Such attitude has determined that research also focused on issues like distribution of time for work and social life. All of this led to the formation of a new concept – work-life balance. Seeking to define work-life balance, the commonly accepted definition among researchers is missing. In most definitions, work-life balance is conceptualized as a reconciliation of work and private life sphere. The second group of authors define this balance as a degree of personal satisfaction, when the individual succeeds to achieve harmony between all life areas. However, the absence of conflict between different roles, psychological satisfaction, management of balance between daily activities at work and outside work, the ability to combine roles related to work and family, and time allocation for oneself are the combination of these aspects, which best defines the right work-life balance.

Researchers of various research areas have adopted many theoretical approaches and models to explain the interaction between individuals' professional and personal life. For this reason, the investigation of

the work-life balance phenomenon in the dissertation includes the analysis of the segmentation, side effect, compensation, instrumental, and conflict models explaining the relationship between work and private life. To explain the relationship between work and private life, the dissertation also reviews theories of work-family border, wastage and enrichment of resources, social roles and role boundaries.

In the context of the analysed topic, it should be noted that work-life balance is determined by complex factors; for this reason, the determinants of work-life balance in the dissertation are analysed according to four categories of factors: organisational (for example, work environment, workload, manager's support, work culture, etc.), individual (for example, personality traits, spouse's or partner's support, etc.), environmental/external (for example, economic status, technological, demographic, cultural change, etc.) and demographic (for example, gender, age, household composition, etc.) factors.

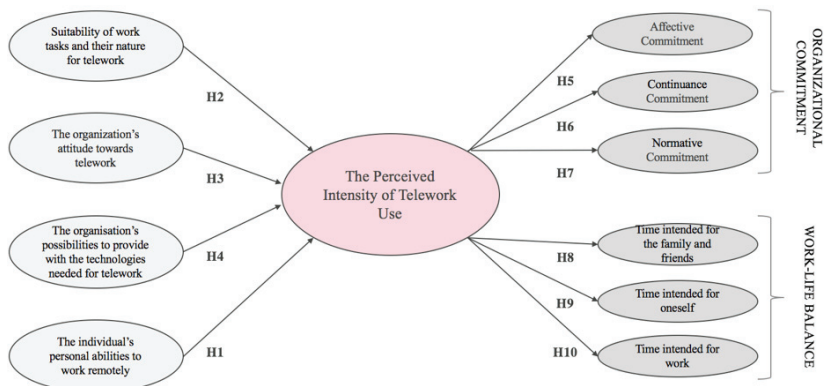
The section thoroughly discusses positive aspects of this construct for the organisation, relating the work-life balance phenomenon to greater commitment to the organisation, lower turnover of employees, attraction and retaining of talented employees, which has both direct positive impact on the organisation's performance and positive consequences for the individual, related to the fact that employees who have found work-life balance experience lower levels of stress at work, greater job satisfaction, are satisfied with family life and life in general, which also contributes to the overall well-being of the individual. Finally, the section is completed by accentuating the importance of work-life balance initiatives such as flexible working hours, part-time work, telework, job sharing, days off in the case of the child's illness, longer maternity leave, gradual return to work, etc. in the strategic human resource management.

The fourth section "*Theoretical aspects of interrelationships between the perceived intensity of telework use, determinant personal and organisational attributes, employee commitment to the organisation, and work-life balance*" discusses the theoretical aspects of relationships between telework, the intensity of its use, employee commitment to the organisation, and work-life balance, seeking

to reveal the interrelation. The section also discusses the mediator effect of the perceived intensity of telework use on the organisational commitment and work-life balance, highlighting the fragmented nature of such research. Finally, in order to substantiate the gap in previous research on the effect of the intensity of telework use on employee commitment to organisation and work-life balance, a summary of the analysis of the scientific research, its specificity and gaps, using keywords of the dissertation and their combinations, is presented.

The fifth section “*Methodology for investigating the mediating effect of the perceived intensity of telework use on employee commitment to the organisation and work-life balance*” presents the methodology of the dissertation as well as the substantiation of the conceptual model, describes the quantitative research method, the research instrument and respondents.

First of all, the methodology section presents the conceptual model of the dissertation, which reflects the idea that the perceived intensity of telework use, dependent on both the suitability of the organization’s attributes for telework and the individual’s personal abilities to work remotely, influences the organisational commitment (its respective dimensions – affective, continuance, and normative commitment) and work-life balance (its respective dimensions – time intended for the family and friends, time intended for oneself, and time intended for work).



**Picture 1.** A conceptual model of the dissertation



Based on the conceptual model, the author of the dissertation designed the research instrument and conducted the scientific research in two phases. In the first phase, a pilot study was carried out, conducting an online survey with 30 respondents working remotely. The main aim of the pilot study was to test the questionnaire designed for the main quantitative study and to evaluate the reliability of the constructs of the study. In the second phase, the main quantitative study was carried out – the employed residents of the Republic of Lithuania filled in the questionnaires.

Conducting the main quantitative study, in order to obtain as objective data as possible and to minimize the impact on respondents, the online survey was chosen as the most appropriate method for conducting the quantitative study in such case. Most of the questions given in the research instrument – structured questionnaire – were closed-ended (except for three demographic questions about the respondent's age, teleworked hours and overtime, which are given in the open-ended form in the questionnaire), respondents were given answer variants or asked to rate statements, attributes on a 5-point Likert scale. Both in the first phase of the study, conducting the pilot study, and in the second phase, conducting the main quantitative study, the survey questionnaire consisted of 23 questions. It was designed on the basis of both constructs used in previously conducted scientific research to measure dependent and independent variables and constructs developed on the basis of the performed theoretical analysis. The following **constructs** were used to develop the dissertation questionnaire:

***Organisational commitment.*** The construct of three-dimensional commitment to the organisation developed by Allen and Meyer (1990), widely used in scientific research, was employed to determine employee commitment to the organisation. *Cronbach's alpha* of the overall organisational commitment scale consisting of 24 statements was 0.835. The scale of the employee commitment to organisation consisted of subscales of affective, continuance, and normative commitment, each consisting of eight statements that were rated on a 5-point Likert scale with 1 meaning strongly disagree and 5, strongly agree.

***Work-life balance.*** A three-dimensional work-life balance scale consisting of 9 statements, developed by scholars Grisslich, Proske and

Körndle (2012), was used to determine work-life balance. The scale includes three dimensions: time intended for work; time intended for the family and friends and time intended for oneself. The *Cronbach's alpha* coefficient value of the scale is 0.870, and the given statements are rated on the 5-point Likert scale, where 1 means strongly disagree and 5, strongly agree.

Based on the performed theoretical analysis, five constructs were developed, supplementing the scientific literature on telework. One of the most significant of these is the construct of the perceived intensity of telework use, the study of which was one of the first attempts in the scientific literature on telework.

***The perceived intensity of telework use.*** To measure the perceived intensity of telework use, a construct of 14 statements was developed on the basis of the analysis of scientific literature. The said construct included: a workplace element (Kurland and Bailey, 1999; Daniels et al., 2001), which allows classifying telework according to the location and regularity of workplace and the element of work intensity, as researchers analysing telework stated that it differed in its periodicity as well (Perez Perez et al., 2003, Gajendran and Harrison, 2007, Nakrošienė and Butkevičienė, 2016). Finally, the element of work task and communication was also included in the construct because, according to DeSanctis (1983, 1984), tasks that do not require intensive communication with other employees are more suitable for telework, and work that requires less interactivity can be maintained as the most suitable for the telework form. Respondents rated each of the statements on the 5-point Likert scale, where 1 meant strongly disagree and 5, strongly agree. After calculating *Cronbach's alpha* (0.949) during the pilot study, it was found that the construct statements and the scale itself were statistically reliable to be used for statistical analyses.

***Suitability of work tasks and their nature for telework.*** As stated by de Vries et al. (2018), the form of telework suits not to all kinds of work and tasks. Based on this assumption, the construct of 8 statements was developed. The statements on the discussed scale are rated on the 5-point Likert scale, where 1 meant strongly disagree and 5, strongly agree. The scale was found to be reliable after calculating *Cronbach's alpha* (0.848) during questionnaire testing.

***The organization's attitude towards telework.*** The literature analysis has shown that the organisation's attitude towards telework is determined by the organisation's goals, culture, the manager's support, and introduced control mechanisms. Taking all of this into account, the construct of 12 statements was made up, where respondents were asked to rate on the 5-point Likert scale, where 1 meant strongly disagree and 5, strongly agree. After the conducted pilot study, having calculated *Cronbach's alpha* (0.964), the scale was confirmed as reliable.

***The organisation's possibilities to provide with the technologies needed for telework.*** The theoretical analysis carried out has confirmed that the organization's infrastructure consisting of the environment related to information technologies, according to Garrett and Danziger (2007), was an important factor determining the intensity of telework use. After evaluating the importance of information technologies for telework, the construct of 7 statements was developed, evaluating the statements on the 5-point Likert scale as well, where 1 meant strongly disagree and 5, strongly agree. The scale was found to be reliable after calculating *Cronbach's alpha* (0.915) during questionnaire testing.

***The individual's personal abilities to work remotely.*** Scientists unambiguously agree that not everyone can work remotely. For that a number of employee traits and abilities is distinguished, including structuring behaviour (Wiesenfeld et al., 2003); the ability to work independently, control of individual work pace and little need for face-to-face interaction with other employees (Bailey and Kurland, 2002); self-management skills (Lapierre and Allen, 2012); personal discipline; time-planning skills. For this reason, the construct measuring the individual's ability to work remotely was developed. Respondents were asked to rate 8 statements about their abilities to work remotely on the 5-point Likert scale, where 1 meant strongly disagree and 5, strongly agree. The reliability of the said construct was also tested during the pilot study; after calculating *Cronbach's alpha*, it reached 0.942. The scale was recognized as reliable.

Questionnaire data of pilot and main quantitative studies were processed and analysed using a statistical data analysis software *IBM SPSS Statistics 23*. The data of the main empirical study were analysed employing the following methods of analysis: *exploratory*

*factor analysis*, ensuring suitability of the scales used for the main quantitative research; *Cronbach's alpha reliability analysis* for determining internal reliability of constructs and subscales of the main quantitative study. The scale is considered reliable when the value of Cronbach's alpha is  $\geq 0,7$ . The *linear regression analysis* was used while developing regression models for the constructs of the perceived intensity of telework use, organisational commitment, and work-life balance; the *correlation analysis* was used to identify the measures of association or relationship; the *mediator effect analysis* was employed while identifying the mediating effect of the perceived intensity of telework use in the main quantitative study.

For the main quantitative study, the selected study population was employed residents of the Republic of Lithuania, having an employment relationship, aged 18–64 and having the opportunity to work remotely. The Lithuanian Department of Statistics does not provide data on teleworkers in the Republic of Lithuania. In order to include only those respondents who were working remotely in the analysis of the survey data, the questionnaire included a selective question assessing whether the respondent had the opportunity to work remotely and to include only those respondents in the analysis.

According to the statistical data of The Lithuanian Department of Statistics, in the 2<sup>nd</sup> quarter of 2019 the total number of employed population of the Republic of Lithuania comprised 1 472,5 thousand employed persons. Applying Paniotto formula with the tolerance of 5 per cent, it was calculated that at least 384 respondents must take part in the study.

The study used non-probability convenience sampling. 413 respondents were surveyed in this way. The study was conducted in Lithuania in June-September, 2019, online, sending direct links to the questionnaire by e-mail. The main indicators of the survey were: *the number of fully completed questionnaires* – 413 questionnaires; *the average duration of the survey* – 17 minutes.

The sixth section presents the results of quantitative research, using various statistical methods and calculations, as well as the results of testing the research hypotheses.

The seventh section presents the scientific discussion summarizing the results of the empirical study.

## CONCLUSIONS AND RECOMMENDATIONS

The thorough analysis of the scientific literature on the topic of the dissertation has been performed, the methodology of the empirical study has been prepared, the empirical study has been conducted and its summarised results allow drawing the following conclusions:

1. The analysis of the scientific research on the dissertation topic has shown that researchers usually analyse telework in their research as a (homogeneous) phenomenon without considering the intensity of its use. Only a very small share of studies attempted to define the intensity of telework use according to the amount of time employees spend on tasks, working in the environment that is distant from the organisation's office (for example, Biron and van Veldhoven, 2016; Hoornweg et al., 2016), the number of hours or days per week, worked at home (for example, Nyaanga, 2012), the percentage share of hours teleworked per week (for example, Golden, 2006), but on the whole, not considering other important attributes of intensity of telework use such as amount, effort, location, or task. Thus, research conducted on a similar topic lack consensus on the suitability of measurement for the construct of the subjective (reflective) intensity of telework use.
2. The performed analysis has revealed the influence of various personal and organisational attributes on the use of telework as a flexible form of work organisation. A share of researchers in their scientific research accentuated the importance of personal attributes such as the individual's personal abilities to telework before deciding to implement the telework form of work organisation. Another part of researchers stated that telework and its use were also influenced by various organisational attributes such as the nature of work and suitability related to work task specificity, the organisational attitude towards telework and the provision of the workplace with technologies required for telework. Thus, scientific literature under analysis lacks a complex assessment of such attributes. The gap in the scientific literature on this topic prevents from drawing reliable and clear conclusions as to which of the said

attributes have the greatest effect not only on the implementation of telework as a flexible form of work organisation in the organisation but, most importantly, on the perceived intensity of its use.

3. The reviewed scientific research investigated the relationship between telework as a phenomenon and overall organisational commitment. The review and analysis of the said studies have revealed that there is a lack of research that would not only include the intensity of telework use but also evaluate what effect the perceived intensity of telework use has on organisational commitment. At the same time, there is a lack of research on assessment of its effect not on the overall organisational commitment but on different dimensions of the organisational commitment: affective, continuance, and normative commitment.
4. The relationship between telework as a phenomenon and work-life balance has also been studied by researchers. However, the conclusions as to whether the telework phenomenon has a positive impact on the work-life balance, or, on the contrary, pertains to the conflict between work and the family or private life, were ambiguous. Thus, the absence of the overall conclusion among researchers and the analysis of telework merely as a phenomenon to identify the effect revealed the importance of including the intensity of telework use as a factor in the research on the topic of the dissertation.
5. The summarised analysis of scientific articles on the dissertation topic revealed that the effect of the intensity of telework use on the organisational commitment (affective, continuance, and normative) and on work-life balance taken together had not been studied in the scientific research so far. In addition, there is a lack of research that that would evaluate the effect of personal and organisational attributes on the intensity of telework use in a complex manner. Finally, there is a lack of research that would evaluate the effect of personal and organisational attributes on the organisational commitment and work-life balance, when the perceived intensity of telework use acts as a mediator variable. The lack of the above-mentioned studies does not allow to draw summarising and

unanimous conclusions about the effect of various personal and organisational attributes on the perceived intensity of telework use and the mediation effect of the perceived intensity of telework use on the organisational commitment and work-life balance.

6. In order to fill the gaps in the scientific literature, the conceptual model based on the analysis of the scientific literature has been developed, reflecting the idea that the organisational commitment and work-life balance are affected by the perceived intensity of telework use and the latter is influenced by the individual's personal abilities to telework and selected organisational features: the nature of work and suitability of work task specificity for telework; the organisation's attitude towards telework; the organisation's possibilities to provide with technologies needed for telework influence the perceived intensity of telework use. Thus, the perceived intensity of telework use mediates the influence of the individual's personal abilities to work remotely and of selected organisational attributes on the organisational commitment and work-life balance.
7. Based on the developed conceptual model, 22 hypotheses were raised about the individual's personal abilities to work remotely and the influence of selected organisational attributes: the nature of work and suitability of work task specificity for telework; the organisation's attitude towards telework; the ability of the organisation to provide with technologies needed for telework on the perceived intensity of telework use; about the effect of the perceived intensity of telework use on organisational commitment and work-life balance; the influence of the individual's personal abilities to telework and of selected organisational attributes on the organisational commitment and work-life balance when by the perceived intensity of telework use mediates. The results of the empirical study confirmed 15 hypotheses raised, 7 hypotheses were rejected.
8. The results of the empirical study have enabled to identify that the perceived intensity of telework use was positively influenced by the individual's personal abilities to telework and by only one of

the selected organisational attributes – the organisation’s attitude towards telework. Meanwhile, the effect of the organisation’s attitude towards telework on the perceived intensity is the greatest. It can be stated that the more favourable the attitude of the organisation and, especially, of the managers towards this flexible form of work organisation, the more favourable is the perceived intensity of telework use too. The obtained findings support findings of previous research about the individual’s personal abilities to telework (for example, de Vries et al. 2018; Bailey and Kurland, 2002) and the organization’s attitude towards telework (for example, Kurland and Cooper, 2002), but deny the importance of the nature of work and suitability of work task specificity for telework (for example, Lister and Harnish, 2011) and of the organisation’s ability to provide with technologies needed for telework (for example, Garrett and Danziger, 2007) for the use of telework.

9. The perceived intensity of telework use positively affected all dimensions of the organisational commitment: affective, continuance, and normative. Meanwhile, the greatest positive effect of the perceived intensity of telework use was identified on normative commitment. It is noteworthy that not only the effect of telework as a phenomenon but also the impact of the perceived intensity of its use on the individual dimensions of the organisational commitment – affective, continuance, and normative commitment – have not been analysed. It can be stated that organisations providing more opportunities to employees to telework coupled with favourable intensity of telework use promote the employee’s sense of duty and responsibility to remain in the organisation. This can be explained by the fact that employees, appreciating that their workplace has considered their wishes and expectations with regard to provision of greater flexibility opportunities at work, feel indebted to the organisation and remain to work in the organisation more because of “formality” and the obligation to stay in it, and making a decision to change the job, the employee would feel a great sense of guilt for the very organisation that provided him with favourable opportunities to work remotely.



10. The perceived intensity of telework use had equally positive effect only on two dimensions of work-life balance: time intended for the family and friends and time intended for oneself. The results of the empirical study did not show the effect of the perceived intensity of telework use on one dimension of work-life – time intended for work. This might have been influenced by the fact that while conducting the study, the influence of the perceived intensity of telework use was investigated in three work-life dimensions, which had not been previously investigated. In previous studies, when the phenomenon of telework was analysed excluding the perceived intensity of its use, the findings were not identical. Furthermore, the obtained findings can only partially support conclusions of those researchers (for example, Gajendran and Harrison, 2007; Fønner and Roloff, 2010) who have associated the phenomenon of telework with a positive impact on work-life balance and at the same time, extend them as well. The results obtained enable to state that telework use opportunities and the favourable perceived intensity of telework use allow employees to have a better quality and more balanced personal life.
11. The results obtained during the dissertation research have revealed that the effect of the individual's personal abilities to telework on all three dimensions of the organisational commitment – affective, continuance, and normative – is partially mediated by the perceived intensity of telework use: the individual's personal abilities to work remotely influence every dimension of the organisational commitment both directly and through the mediator – the perceived intensity of telework use. The obtained finding helps to fill the gap in the scientific literature, related to little attention of previous research to establishing relationships between personal traits and organisational commitment. It is likely that the employee's better personal abilities to work remotely determine a more favourable perceived intensity of telework use and at the same time, strengthen organisational commitment.
12. The results of the empirical study found that the influence of the individual's personal abilities to telework on only two work-life

dimensions – time intended for the family and friends and time intended for work – was partially mediated by the perceived intensity of telework use: the individual's personal abilities to work remotely influenced time intended for the family and friends and time intended for work both directly and through the mediator – the perceived intensity of telework use. Meanwhile, mediation was inconsistent with the time intended for work. Such finding also helps to fill the gap in the scientific literature, related to little attention of previous research to establishing relationships between personal traits and work-life balance. It is likely that the individual's better personal abilities to telework may also lead to a more favourable perceived intensity of telework use and determine work-life balance.

13. The results obtained during the dissertation research have also established that the perceived intensity of telework use mediated the effect of the organisation's attitude towards telework on affective, continuance, and normative commitment: the organisation's attitude towards telework influences every dimension of the organisational commitment both directly and through the mediator – the perceived intensity of telework use. The effect of the organisation's attitude towards telework on organisational commitment was previously poorly studied; thus, this helps to fill another gap discovered in the scientific literature. It is likely that the more favourable attitude of the organisation towards telework results in the more favourable perceived intensity of telework use and at the same time, strengthens the organisational commitment.
14. Finally, the results of the empirical study have established that attributes related to the organisational attitude did not indirectly affect any of the dimensions of work-life balance, there was no mediation effect. It should be noted that both the direct and indirect effect of the organisation's attitude towards telework on the work-life balance were previously studied in a fragmentary manner.

The analysis of the scientific literature, performed in the dissertation, and the results of empirical study allow to provide the following **recommendations for future research**:

1. According to the author of the dissertation, investigating the influence of personal and organisational attributes on the perceived intensity of telework use, it would be appropriate to include more features such as, for example, to evaluate personal and organisational goals. The results of such study would potentially help to extend the field of research by including more causal factors of the perceived intensity of telework use into regression models.
2. In the context of the investigated topic, the organisational commitment and work-life balance were chosen as outcome factors. The said limitation does not allow to draw any conclusions about other outcome factors analysed in the research field of the topic, for example, productivity, job performance, work-related stress level, job satisfaction, occupational and social isolation.
3. Another proposal for future research is the improvement of the construct designed to measure the perceived intensity of telework use. None of the previous studies attempted to provide the construct intended for the subjective (reflective) measurement of the intensity of telework use. For this reason, further development and improvement of the instrument for measuring the intensity of telework use should be a priority in future studies on telework.
4. In the opinion of the author of the dissertation, it would be appropriate to include a moderation effect analysis in the proposed research model and to determine the moderation effect on the constructs under analysis or to disclose relationships between constructs. The inclusion of the moderation factor, autonomy, for example, in the research model could provide additional insights into the influence of the perceived intensity of telework use on the organisational commitment and work-life balance.
5. The investigation of the mediation effect of the perceived intensity of telework use on employee commitment to the organisation and work-life balance was disassociated from the analysis of respondents' opinion by various demographic data. Therefore,

this could be a perspective for further research, seeking to reveal a broader context of the research.

6. The regression analysis was the main method used to analyse the data obtained during the quantitative study. It is likely that application of structural equation modelling would enable to reveal more diverse relationships between variables.
7. Finally, the data of the conducted study are limited both geographically and culturally. Only employed teleworking residents of the Republic of Lithuania were surveyed. Besides, the results of research in the states which have not experienced the Soviet Union's oppression may also differ significantly.

The results of the empirical study of the dissertation enable to provide the following **recommendations for practitioners**:

Based on the theoretical research and empirical findings, recommendations are made for organizations' managers and human resource management professionals that could improve employees well-being and help to increase employees' commitment to the organization.

1. First recommendation would be to strengthen employees' sense of identity with the organization by providing greater flexibility in the workplace, which makes it possible to have fully committed employees and is considered to be one of the priority means to reduce employee disloyalty and rapid turnover.
2. Second recommendation for organizations' would be to reconcile employees' efforts, workload, and working time (work pace) while working remotely in order to ensure that the intensity of telework use is employee-favorable and in contrast does not result in burnout at work.
3. It is recommended to take into account that the success of an organization depends on the organizations' most important and unique asset – human resources. Considering the above, it becomes necessary for organizations' to respond, paying attention to employees' new expectations at work: striving for a better

work-life balance. Work-life balance is becoming a problem almost everywhere in the world and for many people it remains an unattainable goal. The work-life conflict, the absence of balance between these two areas contribute to the increased stress level, lower job satisfaction, which also directly leads to higher turnover of employees. In order to reduce the confrontation between work and private life or between work and family life, it is appropriate to take various initiatives aimed at promoting employees' work-life balance. The research results prove that the employee-favorable intensity of telework use, appropriately reconciling efforts, workload, and working time (work pace) while working remotely, enables employees to have a better quality and more balanced personal life and becomes quite an important recommendation for business enterprises and state organizations, seeking to meet employees' needs.

4. After implementation of telework, business enterprises and state organisations should periodically conduct research on the perceived intensity of telework use in order to assess its effectiveness.

## LIST OF PUBLICATIONS

### Publications in scientific journals:

- Jurgaitytė, N., Česynienė, R., Stankevičienė, A. (2015). Human Resource Management Department in the Context of Information Society. *Information Sciences*, No. 71, p. 84-96.
- Jurgaitytė, N., Gerikienė, V., Stankevičienė, A. (2016). Compensation Expectations of Employees from the Y and Z Generations in the Context of Information Society. *Information Sciences*, No. 74, p. 7-24.
- Jurgaitytė, N., Diskienė, D., Stankevičienė, A. (2017). Challenges for Human Resource Department: The Case of Millennials in the Workplace. *Proceedings of the 13<sup>th</sup> European Conference on Management, Leadership and Governance*, p. 67-78.

### Presentations at scientific conferences:

- Jurgaitytė, N., Diskienė, D., Stankevičienė, A. (2017). Challenges for Human Resource Department: The Case of Millennials in the Workplace. *13th European Conference on Management Leadership and Governance*, December 11–12, 2017, City, University of London, UK.
- Jurgaitytė, N. (2019). The Effect of the Intensity of Telework Use on Employees' Commitment to the Organisation and Work-Life Balance. *Manifestations of Theory and Practice of Information and Communication 2019*, March 29, 2019, Vilnius University, Vilnius.

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