

Mimoza Kasa-Jashari¹
Aleksandra Janeska-Iliev²
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TELEWORKING AND ITS RELATIONSHIP WITH ORGANIZATIONAL COMMITMENT: AN ANALYTICAL REVIEW

ABSTRACT

With the advancement of technology and the emergence of new challenges in the work environment, teleworking has become increasingly prevalent in recent years. This paper examines its impact on employees' organizational commitment – that is, whether and how physical distance from the workplace affects their sense of belonging, motivation, and loyalty to the organization. High levels of organizational commitment are typically linked with higher levels of job satisfaction and greater organizational citizenship behavior, where employees voluntarily exceed job demands to contribute more to the organization's success. By analyzing what previous research has found, the paper examines the factors that can strengthen or weaken this commitment, including flexibility, trust, communication, and organizational culture. The paper also explores the advantages and challenges of teleworking, providing a clearer picture of how companies can utilize this work model without compromising their connection with employees. The conclusions may be helpful for managers as well as employees who want to understand better how to maintain or increase their commitment, regardless of their workplace.

Keywords: *Teleworking, organizational commitment, motivation, loyalty, communication, flexibility*

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¹ M.Sc, NLB Banka AD Skopje, North Macedonia, e-mail: moza_kasa@hotmail.com

² Full Professor, Ss. Cyril and Methodius University in Skopje (UKIM), North Macedonia, e-mail: alesandra.janeska-iliev@eccf.ukim.edu.mk

1.INTRODUCTION

Technology has advanced rapidly over the past decade. In this context, teleworking has emerged as a prominent and enduring feature of the modern workplace, driven by rapid advances in digital technologies and an increasing demand for flexible work arrangements (Bailey & Kurland, 2002; Wang, Kim, & Mokhtarian, 2024). Digital transformation has accelerated on multiple levels, fueled in part by global disruptions such as the COVID-19 pandemic, which has compelled organizations across sectors to rethink and restructure traditional work processes (Shirmohammadi, Au, & Beigi, 2022; Bal & Bulgur, 2023). Working remotely is often recognized among scholars as teleworking becomes more widespread, sparking important debates about its implications on multiple levels, with a primary focus on employee productivity, engagement, and, critically, organizational commitment (De Leeuw, 2021; Jamaludin & Kamal, 2023).

The first term related to this topic of having some flexibility in work engagement is “telecommuting,” which was primarily popularized by Jack Nilles in 1975, laying the foundation for decades of research into flexible work practices. Many years later, almost three decades into their comprehensive review of 80 studies, Bailey and Kurland (2002, p. 384) defined *telework* as “working outside the conventional workplace and communicating with it by way of telecommunications or computer-based technology”. Rather than simply outlining the pros and cons of teleworking, their research refers to three fundamental questions: who engages in telework, why they choose to do so, and what the consequences are.

There are still ongoing discussions about framing the evolving work model and related terminology, as the widespread acceptance of remote work and telework has led to its increased usage (Bailey & Kurland, 2002). Teleworking has evolved from a niche to a mainstream organizational model.

Previous meta-analytic evidence indicates a small but consistent positive association between teleworking and organizational commitment (Gajendran, Harrison, 2007). More recent studies have linked teleworkers’ affective commitment to psychological factors, such as professional isolation, particularly during the COVID-19 pandemic. Additionally, quantitative research conducted during the pandemic demonstrates that home-based teleworking significantly shapes overall organizational commitment (Golden et al., 2008).

The accelerated integration and growing interest in teleworking in current work environments, present the need to understand how this type of arrangement influences employees’ connection to their organizations. This paper aims to address the central research question:

How does teleworking impact the various dimensions of employees' organizational commitment—namely, affective, continuance, and normative commitment?

Organizational commitment has been recognized as a multidimensional concept that reflects the psychological bond between employees and their organization, primarily understood through emotional attachment (affective), perceived costs of leaving (continuance), and moral obligation to stay (normative). While teleworking offers numerous benefits, including autonomy, flexibility, and work-life balance, it also poses challenges related to isolation, reduced supervision, and weaker informal communication. These factors can differentially influence the components of commitment. In this line, affective commitment may be enhanced through increased job satisfaction and improved work-life balance facilitated by teleworking. According to the Social Exchange Theory (Blau, 1964), when employees perceive that the organization supports their well-being through flexible arrangements, they are more likely to reciprocate with a greater emotional attachment.

Meanwhile, continuance commitment, on the other hand, might increase due to the accumulation of non-transferable benefits associated with telework (e.g., comfort, reduced commuting costs, or adapted home-office setups). This aligns with Becker's (1960) side-bet theory, suggesting that employees calculate the risks of leaving based on what they would forfeit. Normative commitment poses a more complex relationship. While teleworking offers freedom, it may reduce opportunities for socialization and moral bonding with the organization. A lack of physical or virtual interactions could diminish employees' sense of duty or loyalty to the employer, particularly in the absence of strong organizational culture and shared values.

This study thus aims to explore whether:

- teleworking strengthens employees' affective commitment through improved work-life balance and perceived organizational support.
- teleworking fosters continuance commitment due to the perceived cost of leaving a flexible arrangement.
- teleworking potentially weakens normative commitment in the absence of strong interpersonal and organizational ties.

The purpose of this paper is to analyze and review prior studies on the relationship between teleworking and organizational commitment. In addition, it presents empirical findings from a survey conducted by the authors to offer deeper insight into how teleworking influences different dimensions of commitment in real-world organizational settings. By addressing these questions through empirical analysis, the study contributes to a more vivid understanding of how modern working arrangements shape long-term employee–organization relationships.

2. THEORETICAL FRAMEWORK

The psychological connection an individual has with an organization is referred to as commitment. This characteristic reflects the extent to which one adopts and adapts to the organization’s values and perspective (Sharma, 2023). By fostering a sense of commitment among employees, organizations can increase their competitiveness and achieve better results (Serna et al., 2018). Different stages or levels of commitment can be based on an individual’s perception of loyalty (AL-Jabari, Ghazzawi, 2019).

2.1. Theoretical framework of organizational commitment: The purpose and Importance of Organizational commitment

By fostering a sense of commitment among employees, organizations can increase their competitiveness and achieve better results (Serna et. al, 2018). Different stages or levels of commitment can be based on an individual’s perception of loyalty (AL-Jabari, Ghazzawi, 2019). What is commitment? Commitment is a key aspect that plays a vital role in the survival and effectiveness of an organization. The meaning of commitment is not universally agreed upon, nor is there a universally accepted way to measure it. Porter (1968) defines commitment as an employee’s tendency to devote significant effort to the organization, a deep desire to remain with the organization, and recognition of its primary goals and principles (Buchanan, 1974). According to the meta-analysis by Meyer et al. (2002), there are three categories of antecedents associated with organizational commitment. These categories are personal variables (such as age, gender, education, and organizational tenure), job and role characteristics (such as role conflict, role ambiguity, level of autonomy, job level, and career mobility), and structural factors (such as social inclusion, personal importance, and formalization). Some researchers have found a relationship between organizational commitment and social identity theory. When this relationship is viewed positively, it plays a significant role in employees’ commitment and identification with the organization (Al-Jabari, Ghazzawi, 2019).

Table 1. Definitions from major authors related to Organizational Commitment

Author	Definition
(Becker, 1960)	It is the emotional connection that an employee establishes with the organization.
(Porter, Steers, Mowday, and Boulian, 1974)	The affinity and identification of an individual with a particular organization.
(O ’Reilly and Chatman, 1986)	It is the bond between an individual and an organization.
(Meyer and Allen, 1991)	It is the relationship between the employee and their company based on emotional perceptions.

(Buchanan, 1974)	It is the effective emotional attachment of the employee to the goals and policies of their organization.
(Mowday, Porter, and Steers, 1982)	It is a strong desire to remain in the organization and achieve its goals

Source: Vázquez-Cuj et. al. (2019)

Meyer and Allen (1991) identified three distinct forms of organizational commitment: **affective (AC), continuance (CC), and normative (NC) commitment.**

1. Affective commitment – One of the most common views of organizational commitment in the literature is that it involves an emotional attachment or disposition toward the organization. This means that individuals who are highly committed to the organization feel a sense of identification, involvement, and enjoyment as members (Allen & Meyer, 1990). This type of commitment refers to the emotional attachment of an employee to their job and employer. When an employee is effectively committed, they work diligently, embrace the goals and objectives of their employer, and contribute to the organization's success. This type of commitment leads to higher levels of job satisfaction, more substantial commitment, and lower turnover rates (Mercurio, 2015). Employees with this type of commitment demonstrate high motivation, a strong belief in the organization's goals, and a willingness to contribute to its development actively. (Đorđević et al., 2020). Employees' emotional attachment to the organization increases their sincerity, acceptance of roles, and effective achievement of organizational goals (Hafiz, 2017).

2. Continuance Commitment – Continuance commitment refers to the employee's perception that staying with the company is in their best interest due to potential losses if they were to leave (Riwu et al., 2022). Losses can be interpreted in two distinct ways when considering a job change. First, as they gain tenure in the organization, they accumulate investments such as pension plans, seniority, specialized work skills, local affiliations, and family ties, which may be damaged or lost if they change jobs. Second, individuals may feel compelled to stay in their current jobs because they lack alternative job prospects (Clugston, 2000). In practice, employees may feel compelled to stay in the organization if they believe that the costs of leaving would be too high, resulting in commitment out of obligation rather than choice (Đorđević et al., 2020).

3. Normative commitment – Normative commitment, as the third type of commitment, reflects the employees' sense of obligation to stay in the organization for specific reasons (Đorđević et al., 2020). Normative commitment is driven by a perception of loyalty and obligation that compels employees to stay in the organization because they consider it their duty to do so (Clugston, 2000). This aspect is demonstrated by the presence of individuals in the organization who conform to expected standards of behavior or social norms, which results in employees working

solely for compliance and formality (Nizarwan, Fatwa, 2020). According to Riwu et al. (2022), there are several indicators of normative commitment, including a feeling of guilt about leaving the company, thinking about the opinions of others if you leave the company, the idea that staying in the company is an obligation, a sense of responsibility towards the company.

2.2. Teleworking as a modern trend: Defining teleworking

The COVID-19 pandemic, since its emergence, has caused significant changes in the way business models function, which previously followed established routines and specific patterns. Telework, once regarded as an outlying practice, has become a complex and multidimensional phenomenon, encompassing a wide range of arrangements and organizational responses” (Bailey & Kurland, 2002). These changes have mainly resulted in a shift towards more flexible work systems in organizations, which has led to an increased use of teleworking. This has enabled employees to perform their work duties and tasks, which they traditionally carried out within the workplace, in environments outside the organization (Bal & Bulgur, 2023). Teleworking is a form of work where employees perform their tasks outside the traditional workplace, typically from home or another remote location. To stay connected with colleagues and the organization, they use various digital tools and communication technologies, which allows them to collaborate and complete their duties seamlessly (Shirmohammadi et al., 2022). Unlike the traditional work model with fixed working hours and location, the flexibility of teleworking (flextime and flexplace) offers numerous advantages. This approach enables employees to have greater flexibility by eliminating the requirement to adhere to strict working hours, allowing them to organize their work according to their personal and professional needs.

The primary motivations for teleworking include achieving a better work-life balance, reducing conflicts between work and family responsibilities, enhancing productivity, and mitigating the stress of daily commuting (Wang et al., 2024).

Table 2. Overview of telework definitions

Author	Definition
Gajendran and Harrison (2007)	Telework is a form of flexible work that allows employees to perform their tasks outside of the traditional workplace, using telecommunications technologies to communicate with the organization.
Bailey and Kurland (2002)	Telework involves employees working remotely, most often from home, through the use of computer and telecommunications technologies to connect to the workplace.
Nilles (1998)	Telework is the process of replacing travel to the workplace with telecommunications, enabling work to be done from a location of the employee's choosing.

Mokhtarian (1991)	Work performed by an individual while at a different location from those who directly supervise or pay for it.
Parajuli, D. (2022)	Teleworking is a method of working from home for an organization, where employees communicate using a personal computer equipped with a modem and communication applications.

2.3. Researched relationships

In modern working conditions, teleworking is becoming an increasingly common practice, which raises important questions about its impact on employees' organizational commitment. Research indicates that the level of connection employees have with their organization significantly influences their motivation, productivity, and long-term engagement. This part of the research focuses on analyzing the impact of teleworking on the different dimensions of organizational commitment. The primary objective is to investigate how this work model influences employees' affective, continuance, and normative commitment. In addition, factors that can strengthen or weaken this commitment will be examined, with a special emphasis on organizational support, social connectedness, and the communication channels between employees and management. Through a systematic approach, this research will provide insight into whether and how teleworking changes employees' perception of their connection to the organization and which aspects of this work model are most critical for maintaining a high level of commitment.

More specifically, the relationships that will be investigated in this paper are:

- *The impact of teleworking on affective commitment*
- *The impact of teleworking on continuance commitment*
- *The impact of teleworking on normative commitment*

3. THE RELATIONSHIP BETWEEN TELEWORKING AND ORGANIZATIONAL COMMITMENT

Teleworking increases employee satisfaction. Employees who work remotely tend to have a higher sense of autonomy, which in turn contributes to greater job satisfaction. Teleworking can be beneficial for employees by providing greater autonomy in the work environment. In turn, this can also benefit the employer by creating a more satisfied workforce (Jamaludin & Kamal, 2023). Teleworking can contribute to greater inclusion of diverse workforce segments, including individuals with disabilities, who often show higher levels of organizational commitment. Although this approach can enhance employee engagement, it also carries the risk of reduced social connection with the organization and colleagues, which may cause some individuals to feel detached and isolated (Mabkhot & Mubarak, 2024). However, it should be noted that, despite its benefits, telework also raises significant concerns about employee supervision, career development, and organizational identification (Bailey & Kurland, 2002).

3.1. Key influencing factors

1. Leadership and Management Styles - The distance between managers and employees working in different locations can affect the implementation and effectiveness of certain management styles (Lombardo & Mierzwa, 2012). Transformational leadership has become a cornerstone of the success of virtual teams, particularly with the rise in teleworking over the past few years.

2. Technology Support and Digital Platforms - Implementing this way of working requires the employer to provide adequate technology support, allow the employee greater independence, and find ways to overcome the lack of direct supervision. Providing reliable technology and practical communication support for teleworking is a key factor that can help reduce the stress and strain associated with teleworking. Technological support and digital platforms are crucial to the success of teleworking, enabling seamless communication, collaboration, and productivity.

3. Communication and Transparency - Transparent communication plays a key role in the successful functioning of teleworking, as it enables trust, clarity, and commitment among team members, regardless of their physical location. Transparent communication in organizations strengthens employee involvement by building mutual trust. It involves the conscious sharing of information by the company, as well as the active participation of employees in obtaining and transmitting relevant, accurate, and complete data. In an environment where employees are not in the same place, clear and transparent communication helps teams stay aligned with the company's goals.

4. METHODOLOGY

This research employs a quantitative approach, utilizing a structured questionnaire designed to examine the impact of teleworking on organizational commitment. The questionnaire was distributed through social networks and other digital channels in February 2025. A total of 83 respondents from telecommunications companies, banking institutions, and other private and public organizations in North Macedonia voluntarily participated and answered the questions. The research uses a survey as the main instrument for data collection. The questionnaire consists of three main sections:

1. Demographic data – includes age, gender, job title, education level and work experience.
2. Questions related to teleworking – measure factors such as flexibility, productivity, communication, and sense of belonging to the organization.
3. Organizational Commitment Questionnaire (Allen & Meyer, 1990) – which examines the affective, continuance, and normative commitment of employees.

The questions in the questionnaire are constructed on a Likert scale (1-7), with respondents rating their agreement with various statements related to teleworking and their organizational commitment.

Data processing

The collected data were analyzed using SPSS (Statistical Package for the Social Sciences).

- Correlation analysis (Pearson correlation) was used to analyze the relationships between teleworking and different types of organizational commitment.
- The data were checked for statistical significance (p-values) to determine whether the identified relationships were significant or coincidental. With this methodological framework, the research provides a systematic approach to analyzing the impact of teleworking on organizational commitment and identifies key factors that can strengthen or reduce this commitment.

4.1. Research Hypotheses

To gain a deeper understanding of the impact of teleworking on organizational commitment, several hypotheses based on previous research and theoretical models are formulated. These hypotheses focus on the three key dimensions of commitment – affective, continuance, and normative – and analyze their relationship with the experience of employees working remotely.

Hypothesis 1: Teleworking has a positive impact on employees' affective commitment, as mediated by improved work-life balance."

Hypothesis 2: Teleworking is positively associated with continuance commitment, i.e., with the perception of personal loss when leaving the organization.

Hypothesis 3: Teleworking may reduce normative commitment if there is no regular physical or virtual interaction with colleagues and management.

5. DISCUSSION AND RESULTS

This section presents the research findings and their analysis in the context of existing theoretical frameworks. Using the Pearson correlation, the impact of teleworking on affective, continuance, and normative commitment was examined.

Display of statistical results

Table 3. Analysis results

Hypothesis	Correlation (r)	P- value	Conclusion
Hypothesis 1: Teleworking positively affects work-life balance	0.299	0.006	Hypothesis supported
Hypothesis 2: Teleworking is positively associated with continuance commitment, i.e., with the perception of personal loss upon leaving the organization.	0.284	0.009	Hypothesis supported, but the effect is weak
Hypothesis 3: Teleworking may reduce normative commitment	0.063	0.574	Hypothesis not supported

Impact of teleworking on affective commitment

Hypothesis 1: *Teleworking positively impacts work-life balance.*

1. Correlation:

- The correlation $r = 0.299$ and $p = 0.006$ indicate a weak to moderate positive relationship between teleworking and work-life balance.
- Because $p < 0.01$, the results are statistically significant, meaning that the correlation is not random.

1. Coefficients:

- The value of $B = 0.297$ indicates that as teleworking increases, work-life balance improves.
- The positive effect is significant ($p = 0.006$) and at a statistical level, which supports the results of the correlation.

Conclusion on the hypothesis:

- The hypothesis is supported. Teleworking has a positive effect on work-life balance, but this effect is weak, as the correlation and variance explained are moderate.

Impact of teleworking on continued commitment

Hypothesis 2: Teleworking is positively associated with continued commitment, i.e., with the perception of personal loss when leaving the organization.

1. Correlation

- Correlation coefficient $r = 0.284$, $p = 0.009 \rightarrow$ There is a weak but statistically significant positive correlation between teleworking and continuance commitment (retention in the organization due to the perception of personal loss upon leaving).
- Since $p < 0.01$, this relationship is not random

Coefficients

- $B = 0.237$, $p = 0.009 \rightarrow$ An increase in teleworking leads to a slight increase in the perception of personal loss upon leaving.
- The constant (3.314) shows that those who do not telework still have moderate continuance commitment.

Conclusion on the hypothesis

The hypothesis “Teleworking is positively related to continuance commitment, i.e., the perception of personal loss upon leaving the organization” is supported but with a weak effect.

Impact of teleworking on normative commitment

1. Correlation

- The correlation coefficient $r = 0.063$, $p = 0.574 \rightarrow$ very weak and a statistically insignificant relationship between teleworking and normative commitment.
- Since $p > 0.05$, there is not enough evidence that there is a relationship.

Coefficients

- $B = 0.024$, $p = 0.574 \rightarrow$ Teleworking is not a significant predictor of normative commitment.
- The p-value is very high, which means that the effect is random and insignificant.

Hypothesis conclusion:

The hypothesis is not supported. Teleworking does not have a significant impact on normative commitment, at least according to these data.

Connecting results to theory

The analysis provides empirical findings that reinforce discussions of organizational commitment as a multidimensional construct (Meyer & Allen, 1991) and support the theoretical expectations resulting from Social Exchange Theory (Blau, 1964), and Side-Bet Theory (Becker, 1960). The results are consistent with the extensive literature that positions perceived work-life balance as a mediator between flexible work arrangements and emotional attachment to the organization (Jamaludin & Kamal, 2023; Mercurio, 2015).

The moderate link to continuance commitment is Becker's (1960) theory, which suggests that employees remain with an organization due to accumulated investments and perceived switching costs. In the context of teleworking, these "side-bets" may include personalized work environments, location stability, and technological accommodations, which contribute to employees' perceived losses if they were to leave (Clugston, 2000).

The lack of a significant relationship with normative commitment reveals some disconnect between remote work and the development of moral obligations or internalized loyalty to the organization. This outcome can be contextualized through social identity theory and normative commitment literature, which highlight the importance of shared values, team cohesion, and interpersonal interactions in shaping moral commitment (Sholesi et al., 2023; Đorđević et al., 2020). The remote work situation, inherently limiting physical and informal interactions, may unconsciously hinder the development of such bonds unless proactive measures are taken.

Most importantly, the study's findings resonate with broader research indicating that teleworking specifically affects the three types of commitment, emphasizing the need for differentiated managerial strategies tailored to each dimension (Meyer et al., 2002; Golden et al., 2008). In this respect, while affective and continuance commitment can be sustained or enhanced through flexibility and supportive digital infrastructure, normative commitment may require intentional reinforcement through virtual community building, leadership engagement, and value-driven communication (Lombardo & Mierzwa, 2012).

What this study adds is a clearer understanding of how teleworking shapes commitment differently—not just in theory but through real-world data from North Macedonia. By looking at affective, continuance, and normative commitment separately, it offers practical insights for organizations navigating remote work, especially in less-studied regions.

Affective Commitment and Teleworking

The findings show that teleworking positively affects work-life balance, which is an important aspect of affective commitment. According to the theory of affective commitment (Allen & Meyer, 1991), employees who feel comfortable and satisfied with their working conditions are more likely to develop an emotional connection with the organization. In line with the Social Exchange Theory (Blau, 1964), a positive experience with teleworking can be perceived as a benefit offered by the organization, which in turn leads to increased affective commitment.

Continuation Commitment and Teleworking

Although the correlation between teleworking and continuance commitment is weak, the results still show that there is a positive relationship between feelings of loss upon leaving the organization and teleworking. This is consistent with Meyer & Allen's (1991) Continuance Commitment Model, which suggests that employees remain with an organization if they perceive significant costs of leaving. According to Becker (1960) and his Lateral Commitment Theory, employees who have benefits from working remotely (e.g., flexibility, convenience) may view leaving the organization as a loss of those benefits, which motivates them to stay.

Normative Commitment and Teleworking

Unlike the previous two dimensions, normative commitment does not show a significant relationship with teleworking. According to the theoretical foundations of Clugston (2000) and Đorđević et al. (2020), normative commitment is related to the employee's sense of obligation and moral duty to remain in the organization. If employees do not maintain regular physical or virtual interactions with their colleagues and management, this connection to the organization may weaken. This is in line with the research of Sholesi et al. (2023), which shows that teleworking can reduce normative commitment if employees feel isolated.

CONCLUSION

Teleworking as a modern work model is increasingly being used in organizations, bringing numerous advantages and challenges. This paper examined its impact on organizational commitment by analyzing the affective, continuance, and normative commitment of employees.

The results show that teleworking has a positive and significant impact on affective commitment, mainly through improving work-life balance. This finding supports the Social Exchange Theory, according to which employees who gain flexibility and autonomy have a higher level of satisfaction and emotional attachment to the organization.

On the other hand, continuance commitment is moderately related to teleworking, which indicates that employees may stay in the organization due to fear of losing the benefits and security they have acquired. This finding is in line with the Lateral Commitment Theory (Becker, 1960), according to which, employees assess the possible costs of leaving the company.

However, the research did not find a significant relationship between teleworking and normative commitment, which indicates that the sense of moral duty to the organization is not affected by this way of working. This is in line with the findings of Sholesi et al. (2023), based on which, the lack of regular communication and interaction with colleagues can weaken the sense of belonging and responsibility to the organization.

Implications and Recommendations

These results have important implications for managers and organizations implementing or considering hybrid or fully teleworking models. To maintain high employee engagement, organizations should:

- Promote clear communication channels and regular interaction, especially for remote teams.
- Provide social support and digital networking tools, which will reduce feelings of isolation.
- Develop strategies for employee retention by offering competitive salary packages and job stability.
- Encourage flexibility and autonomy, as these factors directly influence affective engagement.

This paper provides a foundation for future research, which could include additional factors such as managerial support, organizational culture, and differences between industry sectors. Future analyses could deepen our understanding of how teleworking can be optimized to increase employee engagement and productivity. In conclusion, teleworking can be an effective model for organizations, but only if it is implemented with a clear strategy that preserves social connectedness and a sense of belonging.

Limitations and Future Research

The limitations of this study need to be acknowledged, bearing in mind the relatively small and non-random sample (N=83), which may limit the overall generalizability of the discussions provided to some extent. Hence, further efforts are needed for future analysis to expand the sample. The respondents were self-selected, which

may introduce bias in their perspectives; this has been considered in the analysis. Future studies should include larger and more diverse samples across sectors to strengthen external validity.

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Mimoza Kasa-Jashari
Aleksandra Janeska-Iliev

RAD NA DALJINU I NJEGOVA POVEZANOST SA ORGANIZACIONOM POSVEĆENOŠĆU: ANALITIČKI PREGLED

SAŽETAK

S razvojem tehnologije i pojavom novih izazova u radnom okruženju, rad na daljinu postaje sve prisutniji posljednjih godina. Ovaj rad istražuje njegov utjecaj na organizacijsku posvećenost zaposlenika – odnosno, da li i kako fizička udaljenost od radnog mjesta utiče na osjećaj pripadnosti, motivaciju i lojalnost prema organizaciji. Visok nivo organizacijske posvećenosti obično je povezan s većim zadovoljstvom poslom i izraženijim organizacijskim građanskim ponašanjem, pri čemu zaposlenici dobrovoljno nadilaze zahtjeve radnog mjesta kako bi doprinijeli većem uspjehu organizacije. Analizom postojećih istraživanja, rad ispituje koji faktori mogu ojačati ili oslabiti ovu posvećenost, poput fleksibilnosti, povjerenja, komunikacije i organizacijske kulture. Rad također razmatra prednosti i izazove rada na daljinu, kako bi se pružila jasnija slika o tome kako kompanije mogu koristiti ovaj model rada a da ne izgube vezu sa svojim zaposlenicima. Zaključci mogu biti korisni za menadžere, ali i za same zaposlenike koji žele bolje razumjeti kako održati ili povećati svoju posvećenost, bez obzira na to gdje rade.

Ključne riječi: *rad na daljinu, organizacijska posvećenost, motivacija, lojalnost, komunikacija, fleksibilnost*

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