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RESEARCH ARTICLE

Do Employees in Turkey Intend to Telework After the Pandemic?

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Abstract
Most employees in Turkey have become familiar with teleworking during the pandemic. This study aims to find the Turkish employees' motivation and commitment levels regarding their intention to telework after the pandemic. The mixed method of research with an exploratory sequential strategy with QUAL → QUAN design was used to explore and explain the motivation and commitment factors regarding the intention to telework after the pandemic in Turkey and to develop a scale. Grounded theory, exploratory factor analysis, one-way ANOVA, and independent samples t-tests were used. The results indicated that age groups affected the motivation and commitment and extrinsic motivation regarding the intention to telework after the pandemic, and education levels affected the general motivation and commitment and intrinsic motivation. As education and teleworking experience levels increased, motivation and commitment and intrinsic motivation regarding the intention to telework after the pandemic increased. Motivation and commitment and intrinsic motivation levels of the employees of companies applying teleworking systematically were higher than the employees who teleworked compulsorily during the pandemic without an adaptation process. Women's extrinsic motivation regarding the intention to telework after the pandemic was higher than men's. The motivation and commitment levels of teleworkers were significantly higher than those of non-teleworkers. The data strongly suggested that childless participants had significantly higher motivation and commitment and intrinsic motivation regarding the intention to telework after the pandemic compared to the parent participants.

Keywords

Teleworking, Teleworking Intention After Pandemic, Motivation, Commitment, Mixed Methodology

Introduction

Since the pandemic, an increasing number of employees in Turkey have begun working remotely as teleworkers, yet it has been due to a mandatory transition (Deloitte, 2020).

The compulsory and rapid increase in teleworking with the crisis process is expected to have a modifying and lasting effect on working strategies. Instead of a full return to the traditional working model, a shift to a hybrid working model is expected after Covid-19 (Place,2021; Everett, 2021; Alipour, Falck & Schüller, 2020).

For the working strategy selection, Fouladgar, Yazdani, Zavadskas & Haji (2012) proposed a model including the evaluation of indicators such as benefits (profit, credit, flex-

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ibility, sustainability, extensibility), opportunities (financial facilities, previous knowledge, existing equipment), costs (initial capital value, the existence of competition, the need of the skilled labor force, the need for new technology), and risks (financial risk, risk of time delay, demand risk, operating risk). Therefore, before the decision to switch to a permanent remote working model after Covid-19, it is important to evaluate the satisfaction of employees to be able to evaluate the new working strategy, especially taking into consideration factors such as sustainability, previous knowledge, the existence of competition, and the need for a skilled labor force. The organizational investment in highly skilled labor is expected to increase due to their contribution to organizational productivity even under the most difficult conditions such as the Covid-19 pandemic (Kramer & Kramer, 2020). According to McKinsey (2020) also, the demand for skilled employees and workers will grow in Europe in the near future. …. Economies based on a highly skilled and educated workforce seem to be the most sustainable ones (Grigorescu & Nicolae, 2020; Ma, 2020; McDonald &Worswick, 2015). So, it can be predicted that after the acceleration of the digitalization process that has increased even more with the pandemic, talent hunting may increase for employees who have been able to adapt to the new normal more easily and have digitalization competencies. Therefore, measuring employee satisfaction regarding the teleworking process where a mandatory transition during Covid-19 was made, is critical, especially for the loyalty of talented employees. Yet, the focus of talent management is on employee attraction, development, and retention (van den Broek, Boselie & Paauwe, 2018).

Teleworking can have positive and satisfactory results for employees and organizations. It provides flexibility for employees, eliminates the stress of commuting to a central office, and helps work-life balance (Donnelly & Johns, 2021; Tahlyan et al., 2022; Vrchota, Maříková, & Řehoř, 2020). Yet teleworking can also be disadvantageous: there may be a fear of falling behind in effectively mastering processes compared to those in the office due to having less visibility and as a result, there is the risk of being the first to be dismissed during crisis periods.[1] There can also be a decrease in job satisfaction, remote monitoring challenges (Swisher, 2019; Walentek, 2021), work coordination problems (Choi, 2020), performance monitoring problems (Kurland & Bailey, 1999; Florea & Florea, 2021), isolation from colleagues (Matei & Mindrican, 2021; Nakrošienė, Bučiūnienė, & Goštautaitė, 2019) and the fear of limited opportunities for promotion (Cooper & Kurland, 2002; Maslowski, 2018; Swisher, 2019).

Taking into consideration the pros and cons of teleworking and the importance of talented employees' commitment, the question arises whether teleworking satisfied employees during the pandemic or not. So how has employees' intention to telework been affected by the pandemic process? Goodermote (2020) suggests a careful implementation of teleworking enabling increased productivity and job satisfaction while decreasing isolation. However, the

1 Why Telecommuting Jobs Will Increase (online), http://workdesign.co/2012/01/why-telecommuting-jobs-will-increase/, Date of access: 11 July 2013

implementation of teleworking in Turkey was rapid and mandatory due to Covid-19. The first case of Covid-19 in Turkey was detected on 11.03.2020 and Covid-19 was declared a global pandemic by the World Health Organization (WHO) on March 11, 2020 (Cucinotta & Vanelli, 2020). Since this, there has been a compulsory transition to teleworking. Although teleworking started before the pandemic in Turkey, teleworking before the pandemic was a way of working that had just started to be implemented and had been adopted upon request and step by step. However, with the compulsory transition of the working style after the pandemic, there has been an increase in the number of teleworkers and teleworking has been newly experienced by more employees than before the pandemic. The vast majority of employees in Turkey have experienced and recognized the way of working remotely due to the pandemic. Therefore this study was carried out to measure the motivation and commitment of employees in Turkey related to their intention to telework after the pandemic. This is a critical lacuna to address since most of the employees in Turkey have also experienced teleworking during a serious crisis which affected the daily lives of people, and their psychology and caused many hassles that many had not experienced before (Karakose & Malkoc, 2021). For this reason, Deloitte Consulting Company (Deloitte) also conducted research about the transition to teleworking within 15 days after the pandemic across 17 provinces in Turkey to assess the adaptation to this new style of working (Deloitte, 2020).

It is known that national cultures have an impact on the adaptation to teleworking both on the side of managers and employees. Findings show that cultural practices (power distance, individualism/collectivism, uncertainty avoidance, and future orientation) at the national level predict management practices (Hofstede & Peterson, 2000; Peretz & Fried, 2012), and we also know that employees' cultural values influence how employees respond to different work models (Hofstede, 2001; Taras, Steel, & Kirkman, 2011; Adamovic, 2022). In the literature, national culture has been identified as one of the explanations for the cross-country differences in the adaptation to teleworking and diffusion (Peters & Den Dulk, 2003; Raghuram, London, & Larsen, 2001). Power distance influences managers' acceptance of teleworking. Teleworking is also seen as more in line with cultures characterized by higher levels of individualism because it generates empowerment. In teleworking, the direct task control systems are weakened so there is an uncertainty associated with teleworking. Teleworkers may behave opportunistically, and this is a risk (Peters, Ligthart, Bardoel & Poutsma, 2016). In cultures characterized by high levels of uncertainty avoidance, mutual trust between employers and employees is relatively low. Managers see imposing strict rules and regulations as a way to reduce uncertainty and emphasize the need for remote work regulations. This is a source of negative impact on employee motivation (Peters, Bleijenbergh & Oldenkamp, 2009). According to the results of Hofstede's study in 1980, Turkey has a collectivistic culture, and the levels of uncertainty avoidance and power distance are high. Taking into consideration these results teleworking practices may be expected to be reduced in the long term. However, in

the short term, the main contribution of this research is to investigate the current motivation and commitment of employees to the intention of teleworking in the Turkish cultural context during the post-pandemic period. The situation was similar in Romania, the United Arab Emirates, Saudi Arabia, the Netherlands, and Canada, and similar research was conducted for a comprehensive understanding of the well-being of teleworkers and the influencing factors of teleworking as well (Negruşa & Butoi, 2022; Aboelmaged & Elamin, 2009; Almubarak, et al., 2022; Ton, et al., 2022; Parent-Lamarche & Boulet, 2021). In the study conducted in Romania, parental status tension was determined in the case of teleworking during the pandemic (Negruşa & Butoi, 2022). In the research conducted in the Netherlands, the well being of the families with young children was reported to be relatively lower according to the other non-parents, and the ones who had teleworking experience before were reported to be more positive about this working style and wanted to telework more after the pandemic compared to before (Ton, et al., 2022). Marital status tension with teleworking was reported in the research done in Saudia Arabia during Covid-19 and also in this study women were reported to have a more positive experience than men related to teleworking (Almubarak, et al., 2022). Aboelmaged and Elamin (2009) conducted a survey assessing differences between the well-being of teleworkers among demographic factors. They concluded that gender, marital status, profession and residence were influencing factors for teleworking choices. Women were found to be more motivated. Married employees and employees who had longer commutes were reported to prefer teleworking.

As a result, socio-demographics that are effective on the satisfaction level of teleworking were added to the framework of this study to report the intention to telework after Covid-19 in Turkey. In this study both marital status and parental status tension due to teleworking was expected due to the sudden shift to teleworking and most of the employees and firms were caught unprepared. Married couples and parents suddenly could not adapt their living spaces, and technological facilities to teleworking mode. Different satisfaction levels were expected for different groups of age and gender in this study. Since Turkey has a patriarchal society, the study started with the estimation that men would be less satisfied with remote work. Also, a significant satisfaction differentiation was expected especially in between the young and old groups due to the digital competency differences between them. The findings of the influence of demographic variables on the teleworking intention will provide some insights both for new research and for the sector managers and human resources managers in Turkey to support the employees' challenges by company policies and employee assistance programs tailored according to the influence of demographic variables (marital status, parental status, position, experience and etc.) and by redesigning the jobs according to the situational needs of the employees to increase employee well being and efficiency. Also, this study presents a tool for researchers and professional managers that will enable the satisfaction survey of the teleworkers every year and the wellbeing of teleworkers to be compared from year to year which will contribute to the sustainability of a teleworking system in Turkey.

Method

Participants

The study includes two studies, so it was completed in two phases. The first phase of research is a scale development study carried out with 515 participants by transforming the expressions in the qualitative study (Özcan, 2017) conducted with 21 participants, 16 of whom worked remotely and 5 of whom did not work remotely, in 2016 and 2017.

In the second phase of research, 607 questionnaires were collected, and, again, 515 questionnaires were included in the study after excluding the double-filled and incompletely filled questionnaires. 52.82% of the participants were female, 47.18% of them were male, 64.27% of them were married, 35.73% were single, 55.34% of them had children, and 44.66% of them were childless. Regarding the educational background: 7.38% were high-school graduates or had associate degrees, while 56.12% of them were at the undergraduate education level and 36.50% of them were at the postgraduate and higher education level.

As for the organizational identifiers of the participants in the institutional context, 75.92% of the participants were from national companies and 17.48% of them were from foreign companies. 6.60% of the participants' company capital structure was joint national and foreign. 67.18% of the participants were from the service sector, and 32.82% of the participants were from the production sector. 50.49% of them were employees, 35.92% of them were managers and 13.59% of them were from the top manager position group. Regarding the total experience of the participants: 12.43% of the participants had less than 5 years of experience, 18.45% of the participants' experience was between 5 – 10 years (including the 5th year), 15.34% of them had experience between 10 – 15 years (including the 10th year), 17.28% of them had experience between 15 – 20 years (including the 15th year), 18.06% of them had experience between 20 – 25 years (including the 20th year), and, lastly, 18.45% of them had over 25 years of experience.

18.45% (n=95) of the participants were in the 21-30 age range, 18.25% (n=94) were in the 31-35 age range, 17.86% (n=92) were in the 36-40 age range, 20.58% (n=106) were in the 41-45 age range, while 24.85% (n=128) of them were 46 years old and above.

The teleworking experience of 42.52% (n=219) of the participants was reported to be 0 years; the teleworking experience of 29.90% (n=154) of the participants was between 0-1 years; 20.19% (n=104) was 1 year; and finally, 7.38% (n=38) of the participants had remote working experience of more than 1 year. When the teleworking experience is compared with the duration of the pandemic in the period of the survey, on a monthly basis, it is seen that the total number of participants who started working remotely before the pandemic (before 11.03.2020) was 165 (32%). These participants declared that they had been working remotely for 7 months or more.

Materials

Descriptive data such as gender, age, education, marital status, parenthood status, the sector they work, the capital structure of the enterprises they work for, their positions, total experience and teleworking experiences, teleworking styles and teleworking preferences of the participants included in the research were collected using the demographic information part of the questionnaire.

The second part of the questionnaire is the **Teleworking Intention Scale** ratings which were made on a 5-point Likert scale ranging from "I strongly disagree" (1) to "I strongly agree" (5). This scale was developed in the first stage of the research by making use of the statements in the qualitative thesis study by Özcan (2017). The first study was done to develop a scale as an instrument to measure the motivation for teleworking after the pandemic, for which there was a gap in the literature. In order to understand the factor structure of the Teleworking Intention Scale, an exploratory factor analysis was performed. In this study, the Principal Components Analysis was used, and since more than one factor was obtained as a result of the analysis, the rotation technique of Direct Oblimin which reveals the structure of the factors more clearly was used. The reason why the Direct Oblimin rotation technique is preferred is based on the assumption that the relationships between the factors may be high. However, it was seen that these relations were less than 0.3, and the varimax method was also found to be appropriate for this analysis (Bursal, 2017). All the items were included in the factor analysis, and the items that had high factor loadings under more than one factor, remained alone or that had a very low factor loading were removed from the scale one by one, and the remaining items were reintroduced into the factor analysis. As a result of the analysis, the Kaiser-Meyer-Olkin coefficient was found to be 0.915 in the factor analysis and Bartlett's Test of Sphericity showed that the factors were significant with $p<.05$. The items were gathered under two main factors: the extrinsic motivation for teleworkers and the intrinsic motivation for teleworkers. The Cronbach's alpha reliability coefficient of the created scale was found to be 0.883 which is highly reliable (Güriş & Astar, 2019). Cronbach's Alpha values measured for intrinsic motivation and extrinsic motivation sub-scales were, respectively, 0.936 and 0.430.

"Beeckman et al. (2010) report the alpha values for the entire set of items and for the individual subscales. This approach, although seen often in the literature, is logically inconsistent. If alpha for the entire scale is high, it implies that the scale is tapping only one, homogeneous construct. Therefore, it is not logical to look for or talk about subscales; either the total scale is homogeneous or it is composed of individual, supposedly unrelated, subscales. If the subscales make sense, a high a-value for all of the items simply reflects the length of the scale, not its composition. Alpha is a function of the number of items in instruments. Empirical evidence suggests that if an instrument or scale has many items it can have high values even when the average correlation among items is very small and different constructs are measured." (Kottner & Streiner, 2010).

"When other factors are held constant, computed alpha, increases with the total number of items in the original scale …. decreases with the increasing sample size and increases with the average true inter-item correlation among the items." (Kopalle & Lehmann, 1997).

In social sciences, Cronbach's α value greater than 0.6 can be regarded as a satisfactory reliability (Malhotra & Birks, 2000:307). The only factor with a Cronbach's α value under 0.6 is extrinsic motivation (0.430). However, when this empirical evidence is considered in tandem, the Cronbach's alpha value of the extrinsic motivation subscale was tolerated considering that the subscale contained few items, the sample size was higher than 500, and the total scale had a high validity value (0.883). The factor structure of the scale, the variance explained by factors, and the reliability coefficients are presented in the result part.

Procedure and Methodology

First of all, ethics committee approval was obtained for the research. Ethical approval for this research was given by the Istanbul University Research Ethics Committee, with the letter dated 10.07.2020 and numbered 2020/86 – 30104.

An exploratory sequential mixed method research design of QUAL → QUAN was used in this research. For developing new instruments, exploratory designs are beneficial (Harrison, 2013).

In the first phase, the results of the qualitative research, in which the factors affecting the motivation of teleworkers and the negative and positive factors affecting the commitment of teleworkers were explored (Ozcan, 2017), were used and a scale was developed. In the second phase the quantitative research was done to measure the teleworking intention after the global pandemic and the commitment to teleworking working arrangements. The weight of the research is equal. In mixed method research, weight occurs practically and either the quantitative or qualitative phase of research is emphasized first but sometimes one form of data is used by the one form of data on purpose to support the larger study as in some experimental trials (Creswell 2009). This is also the case in this research.

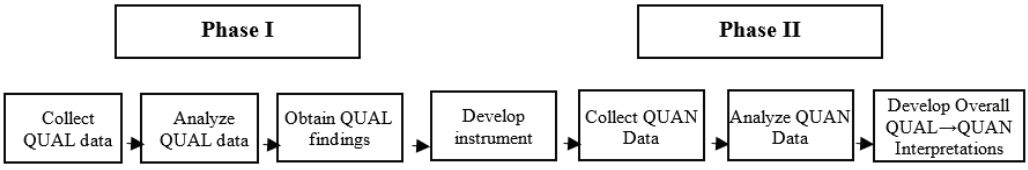

Figure 1. Method flow chart of exploratory mixed method design (Polit & Tatano Beck, 2012).

In the first phase, an instrument specific to Turkish culture was developed and important motivation and commitment variables related to teleworking intentions after the pandemic were explored and identified to study quantitatively to generalize results to different groups (Morse, 1991; Creswell & Clark, 2018). Between the samples of the initial and the second research, there is a parallel relationship (Collins, Onwuegbuzie & Jiao, 2007), the samples in the two strands are completely different but they were drawn from similar populations (Polit & Tatano Beck, 2012). The integration of two strands was achieved at the interpretation stage.

Study 1 – First Phase of Mixed Method Research

The quoted expressions from Ozcan's (2017) thesis in the scale were produced by snowball sampling method and triangulation was applied to increase the validity of the conclusions, therefore sampling was intentional. "Purposeful sampling in grounded theory means that the researcher selects individuals to study based on their contribution to the development of the theory." (Palinkas, et al., 2015). Typical cases purposeful sampling strategy was used (Luciani, Campbell, Tschirhart, Ausili, & Jack, 2019) and the respondents' positions, educational levels, experiences, locations, gender, and also family status were evaluated to provide data saturation and to support triangulation (Polit & Tatano Beck, 2012; Carter, Bryant-Lukosius, Dicenso, Blythe, & Neville, 2014). Therefore the expressions 'validity were high and were generated from Turkish teleworkers 'ideas so these expressions were considered appropriate to develop a teleworking intention scale so as to have tool appropriate to the Turkish culture.

Study 2 – Second Phase of Mixed Method Research

In the second phase of mixed method research, SPSS 20.00 Program was used in the analysis of the data. Research data were collected between 29.08.2020 and 12.10.2020 which is between the 5th and 7th months of the pandemic.[2*] The research in the second phase was conducted with office workers who work in different organizations in different sectors in Turkey and who can switch to full-time or part-time teleworking and with both pre-pandemic old teleworkers and post-pandemic new teleworkers. The data were collected by a snowball sampling method on the internet via Google Docs between August and October 2020 during the pandemic process.

Results

In the first phase of the study, factors motivating employees in teleworking, shown in Table 1 (Ozcan,2017), were mainly categorized under social relationship-relational orientation to work and other people; extrinsic motivation-tangible rewards, advancement opportunities, work environment and conditions of work; intrinsic motivation- action by an employee who is appreciated by the opportunity to use one's ability, and being treated in a considerate manner (Süzen, 2020).

Table 1
Factors Motivating Employees in Teleworking

Categories & Codes	Frequency	%
Social Relationship	17	51.52%
Close support of the teammate	8	47.06%

2 * https://covid19.saglik.gov.tr/TR-66494/pandemi.html

Categories & Codes	Frequency	%
Good communication with the manager	7	41.18%
Trying to create a common team spirit	2	11.76%
Extrinsic Motivation	11	33.33%
No obligation to go to work	9	81.82%
The first opportunity to work remotely	2	18.18%
Intrinsic Motivation	5	15.15%
The manager trusts the employee and makes you feel this	3	60.00%
Employee empowerment and initiative	2	40.00%
Total (Valid)	33	100.00%

Source: (Ozcan, 2017)

Similarly, factors of teleworking associated with commitment were mainly categorized under factors of telecommuting increasing commitment and factors of telecommuting decreasing commitment subcategories of which are provided in Table 2 (Ozcan,2017). Categories were structured according to Mullin's categorization (Teryima, Timothy, Faajir, John & Vivien, 2016; Rahman, Osman-Gani, Momen & Islam, 2015).

Table 2
Factors of Teleworking Associated with Commitment

Categories & Codes	Frequency	%
Teleworking is Directly Associated with Commitment	**27**	**81.82%**
Factors of Telecommuting Increasing Commitment	**13**	**39.39%**
The positive effect of providing the opportunity to work remotely in special cases	6	18.18%
Time and relaxation opportunity provided by teleworking	3	9.09%
Providing all kinds of fringe benefits	3	9.09%
The environment of concentration enabled by teleworking	1	3.03%
Factors of Telecommuting Decreasing Commitment	**14**	**42.42%**
Being away from the team and interaction	9	27.27%
Breaking with corporate culture	4	12.12%
Unwillingness to telework if the workload is heavy	1	3.03%
Teleworking is not Directly Associated with Commitment	**6**	**18.18%**
Total (Valid)	**33**	**100.00%**

Source: (Ozcan, 2017)

The research was started by revealing the condition that the data satisfied the normal distribution condition. In this study, the representation of the data's conformity with the normal distribution was checked with the skewness and kurtosis values of the 12 variables. Here, it was determined that the kurtosis value of only 5 variables and the skewness value of only 1 variable were slightly above 1 (maximum 1.354). The skewness and kurtosis values of all other variables remained between -1 and +1. "A kurtosis value between ±1.0 is considered

excellent for most psychometric purposes, but a value between ±2.0 is in many cases also acceptable, depending on the particular application." (George & Mallery, 2010). "Also for large samples, we can take comfort from the central limit theorem." (Field, 2016). Therefore, it can be accepted that the data are in accordance with the normal distribution (George & Mallery, 2010). The mean, standard deviation, kurtosis and skewness values of the variables of the study are presented in Table 3 below.

Table 3
Means & Skewness and Kurtosis Values of Research Variables

Item Number	Research Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
					Statistic	Statistic
1	Even if my teammates have close support, I do not want to work remotely.	515	3.82	1.321	-0.836	-0.547
2	Even if I have good communication with my manager, I do not prefer to work remotely.	515	3.82	1.33	-0.873	-0.502
3	Although there is a common team spirit in our team, I do not prefer to work remotely.	515	3.81	1.317	-0.863	-0.496
4	The fact that there is no obligation to go to work in remote work does not affect me.	515	2.79	1.436	0.217	-1.3
5	When the teleworking opportunity is given, I don't see it as an opportunity.	515	2.7	1.515	0.347	-1.354
6	Although my manager trusts me for teleworking, I do not prefer to work remotely.	515	3.72	1.386	-0.744	-0.806
7	Even if the necessary authority and initiative is given, I do not want to telework.	515	3.76	1.382	-0.8	-0.721
8	To be given the opportunity to work remotely in special situations (birth, education, etc.) does not motivate me.	515	4.15	1.196	-1.354	0.751
9	The time and relaxation opportunity provided by telework is not something that impresses me.	515	3.49	1.412	-0.482	-1.099
10	Even though I have all kinds of fringe benefits, I do not want to work remotely.	515	3.89	1.351	-0.952	-0.438
11	Being away from the company culture while working remotely does not affect me.	515	2.82	1.368	0.225	-1.171
12	In remote work, I cannot work away from the team and interaction.	515	3.37	1.355	-0.358	-1.099
	The mean of motivation and commitment variables = Items 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	515	3.5125	0.93062	-0.678	-0.344
	The mean of the motivation and commitment variables collected in the 1st factor = intrinsic motivation= Items 1, 2, 3, 6, 7, 8, 9, 10, 12	515	3.7599	1.0891	-0.737	-0.479
	The mean of extrinsic motivation in the second factor = Items 4, 5, 11	515	2.7702	0.89509	0.322	-0.159
	Valid N (listwise)	515				

Exploratory factor analysis was applied to the Teleworking Intention Scale after the confirmation of the normal distribution of the data and the construct validity of the scale was checked. The factor structure of the Teleworking Intention Scale, the variance explained by the factors, and the reliability coefficient of the scale are presented in Table 4.

Table 4
The Factor Structure of The Teleworking Intention Scale

Factor Name	Items	Factor Loading	Factor Loading	Variance Explained	Cronbach α
Intrinsic Motivation	Even if my teammates have close support, I do not want to work remotely.	**.906**		52.806	0.936
	Even if I have good communication with my manager, I do not prefer to work remotely.	**.911**			
	Although there is a common team spirit in our team, I do not prefer to work remotely.	**.928**			
	Although my manager trusts me for teleworking, I do not prefer to work remotely.	**.905**			
	Even if the necessary authority and initiative is given, I do not want to telework.	**.922**			
	To be given the opportunity to work remotely in special situations (birth, education, etc.) does not motivate me.	**.527**			
	The time and relaxation opportunity provided by telework is not something that impresses me.	**.565**			
	Even though I have all kinds of fringe benefits, I do not want to work remotely.	**.904**			
	In remote work, I cannot work away from the team and interaction.	**.641**			
Extrinsic Motivation	The fact that there is no obligation to go to work in remote work does not affect me		**.731**	12.225	0.430
	When the teleworking opportunity is given, I don't see it as an opportunity.		**.580**		
	Being away from the company culture while working remotely does not affect me.		-.637		
Kaiser-Meyer-Olkin	.915		**Total**	**65.031**	
Cronbach's Alpha	0.883				
Bartlett's Test	Yakl. Ki-Kare Sd anl.	4858.880 66 .000			

In the second phase of the study, the data analysis was continued with variance analyses: one-way Anova, Welch, Scheffe, Tamhane analyses and independent samples t-test analyses were used to determine the differences in the levels of general motivation and commitment, intrinsic motivation and extrinsic motivation between the groups.

Employees' Teleworking Motivation According to Age

Since the age of the participants had a normal distribution, an ANOVA test was conducted to determine whether there was a significant difference between motivation and commitment.

As a result of the Levene test, it was determined that the homogeneity of variance, which is the prerequisite of the ANOVA test, was provided in the dimensions of motivation and commitment, intrinsic motivation, and extrinsic motivation ($p>0.05$).

As a result of the ANOVA analysis presented in Table 5, it was determined that the motivation and commitment levels of teleworkers differ according to age. ($F=2.698$, $p<.05$)

As a result of the Scheffe test results, it could not be determined among which groups this difference occurred. However, regarding the averages from descriptive statistics, the age group with the lowest motivation and commitment level was 46 and over (mean=3.34) and the highest motivation and commitment level belonged to the 36-40 age group (mean=3.67). However, these differences between the means are not statistically significant, they can just be attributed to coincidences.

When ANOVA test results regarding whether there was a significant difference in the extrinsic motivation levels whose variances were homogeneously distributed were analyzed, it was seen that there occurred a significant difference among the age groups ($F=2.831$, $p<.05$).

A Post-hoc- Scheffe test was applied to determine among which age groups extrinsic motivation levels vary. Regarding the Scheffe test results, there was no value under 0.05 among the significance levels of the age groups in extrinsic motivation. Therefore, although extrinsic motivations differ according to age groups, it could not be understood from which groups this was caused by the post-hoc analysis. However, the age group with the lowest mean (mean: 2.66) for extrinsic motivation level was 46 years and older, while the age group with the highest extrinsic motivation level is 36-40 years (mean: 2.99). Differences among them were not statistically significant so this can be attributed just to the coincidences.

Employees' Teleworking Motivation According to Educational Status

Since the participants' educational levels displayed a normal distribution and their variances were homogeneously distributed (Levene test: $p>0.05$), an ANOVA test was applied to determine whether there was a significant difference between variables according to educational levels. And according to the result presented in Table 5, within the frame of teleworking intention after the pandemic, there was a significant difference in motivation and commitment ($F: 4.304$, $p <.05$) and intrinsic motivation ($F: 4.014$, $p<.05$).

In order to determine between which groups the motivation and commitment and intrinsic motivation differed according to educational levels, the Scheffe test was performed because their variances were homogeneous. As a result of the Scheffe multiple comparisons test, it was observed that the motivation and commitment levels of the participants at high school and associate degree education levels and those at undergraduate and postgraduate and higher education levels differed significantly ($p<.05$). Participants

at high school and associate degree education (mean: 3.11) reported significantly lower ratings on the dimension of motivation and commitment than did the participants at undergraduate education level (mean: 3.52) and at postgraduate and higher education level (mean: 3.59).

When examining among which educational levels the difference was in terms of intrinsic motivation, it was seen that the difference was again between the participants at the high school and associate degree education level and the participants at the undergraduate and postgraduate and higher education levels. ($p<.05$). Regarding intrinsic motivation, the level of the participants at the high school and associate degree education (mean: 3.30) was significantly lower than the participants at the undergraduate education level (mean: 3.77) and the participants at the postgraduate and higher education levels (mean: 3.84).

Employees' Teleworking Motivation According to Total Experience Levels

Since participants' total work experience displayed a normal distribution and their variances were homogeneously distributed, an ANOVA test was conducted to determine a significant difference between variables regarding teleworking intention in terms of motivation and commitment, intrinsic motivation, and extrinsic motivation, but according to the results presented in Table 5, no significant difference was determined. ($p>.05$).

Employees' Teleworking Motivation According to Teleworking Experience Levels

When the situation of significant differentiation in terms of motivation and commitment, intrinsic and extrinsic motivation according to the teleworking experiences of the participants was examined, it was found that the variance homogeneity, which is one of the prerequisites of the ANOVA test, could not be achieved at the level of motivation and commitment, intrinsic motivation according to the results of the Levene test ($p<.05$), but it was provided at the extrinsic motivation level ($p>.05$).

Therefore, in terms of motivation and commitment and intrinsic motivation, the Welch test was used instead of the ANOVA test to specify the differentiation status of the teleworking intention according to the teleworking experiences of the participants.

According to the Welch test results presented in Table 5, it was observed that there was a significant difference between motivation and commitment and intrinsic motivation of employees in terms of teleworking experience ($p< .05$). In order to see between which groups the difference was, the Tamhane test was utilized.

According to the results of the Tamhane test, there was a statistically significant difference between the participants who did not experience teleworking before (mean: 3.38) and those who have worked remotely for more than 1 year (mean: 3.95) in terms of motivation and

commitment. Again, in terms of motivation and commitment, there was a significant difference between the participants who worked remotely for more than 1 year (mean: 3.95) and those who worked remotely for 1 year (mean: 3.42).

It can be emphasized that when the Tamhane test results were reviewed with regards to intrinsic motivation it was seen that there was also a significant difference between participants who have not teleworked before (mean:3.61) and the participants who have worked for 1 year and more (mean:4.26) in terms of intrinsic motivation.

For the extrinsic motivation level, the precondition of homogeneity of variance was met ($p>.05$) and the differentiation between variables based on teleworking experience levels was tested according to the ANOVA analysis, the results of which can be seen in Table 5. However, it was seen that there was no differentiation in terms of extrinsic motivation among employees with different teleworking experiences ($p>.05$).

Although it is not statistically significant, when we look at the averages in terms of extrinsic motivation, the extrinsic motivation average of employees who have not teleworked before was 2.69; the extrinsic motivation average of those with 0-1year experience was 2.86, and the extrinsic motivation average of those with 1 year of experience was 2.72; the extrinsic motivation of teleworkers for 1 year or more was 3.01, but this result can just be attributed to coincidences.

In terms of motivation and commitment, there was a statistically significant difference between participants who have not teleworked before and those who have teleworked for 1 year and those who have teleworked for more than 1 year. In Ozcan's (2017) qualitative study, supporting the result of the quantitative research in the 2nd phase, two expert-level participants with 3 years and 9 months of teleworking experience, respectively, expressed their satisfaction with teleworking as follows:

> *"While others get up early in the morning to get ready for work, you don't have such a problem. When they start to work, you don't have to get up. So, we have a chance to have enough sleep; It gives you such an advantage."* (Ozcan, 2017).

However, it should be considered that teleworking has not been practiced for many years in Turkey. Only 4.27% (n=22) of the participants in the 2nd phase of research were teleworkers for 4 or more years. On the other hand, in Ozcan's (2017) qualitative study, the emphasis of one of the executive-level participants, who had been working remotely for 5-7 years and has internalized the way of working remotely, is standing out:

> *"What is out of sight, is out of mind, is also true for this case. As a result, I think it seriously reduces the commitment to your workplace. That's exactly what happened to me… the first 2 years I didn't experience anything like it. …but for the last two years, I have had serious problems with belonging. If you are a dedicated, goal-oriented, hard-working and challenging person, you can go to the point of problem-solving and new strategy creation. This is the point where you can improve yourself more. But if both you work remotely and you are goal-oriented, hardworking and challenging, you may tend to withdraw. This is also*

a risk. So this is a disadvantage of remote working….. Remote working requires 2-3 times more effort than face-to-face working to get to the point of problem-solving and new strategy creation so that you can remain calm. When it is on the phone or the computer, you may want to say why am I telling this to the same man again and not tell it at all." (Ozcan, 2017).

Therefore, when compared with the qualitative research result quoted in the first phase, it is seen that as the duration of teleworking increases, problems with motivation and commitment increase at the same time. Much as the fact of ''no obligation to go to work'' is emphasized as a motivation-increasing factor in other samples in the 1st phase, an executive with more than five years of teleworking experience and more than twenty years of total experience, competent in the field, highlighted that as the duration of teleworking increases, belongingness decreases and there also occurs serious problems. Therefore, as teleworking becomes more widespread in the following years, it is clear that it is needed to evaluate the satisfaction of employees depending on the duration of teleworking and the Teleworking Intention Scale is developed for this sake.

Employees' Teleworking Motivation According to the Reasons for Teleworking

When the situation of significant differentiation in terms of motivation and commitment, intrinsic and extrinsic motivation according to the reasons of teleworking for the participants was analyzed, the variance homogeneity, which is one of the prerequisites of the ANOVA test, could not be achieved at the level of motivation and commitment, intrinsic motivation according to the Levene test results at a significance level of 0.05 ($p<.05$), but for extrinsic motivation this condition could be met ($p>.05$).

Therefore, the differentiation status of the participants in terms of motivation and commitment, intrinsic motivation according to the reasons for teleworking was analyzed with the Welch test instead of the ANOVA test.

According to the Welch test results presented in Table 5, there was a significant difference in motivation and commitment and intrinsic motivation levels of employees in terms of reasons for teleworking ($p< .05$). Using the Tamhane test, it was analyzed among which groups the difference was.

For the Tamhane test results, in terms of motivation and commitment, there was a significant difference ($p<.05$) between the participants whose company applied teleworking systematically (mean:3.93) and the participants whose right to work remotely was given part-time compulsory due to a social situation (Covid-19) (mean:3.49). Descriptives of motivation and commitment, intrinsic and extrinsic motivation variables in terms of the reasons for teleworking and the mean differences can be seen in Table 5. In the level of intrinsic motivation, a statistically significant difference was also found between the same two groups ($p<.05$). The mean of intrinsic motivation of participants who work in a company that applied teleworking

systematically was 4.31 while the mean of intrinsic motivation of participants who work in a company that applies teleworking as part-time due to a social reason (Covid-19) was 3.73; this difference was statistically significant.

An opinion in Ozcan's (2017) qualitative study that has the potential to explain the significant difference between motivation and commitment levels of participants who teleworked systematically and the participants who compulsorily teleworked due to Covid-19 is worth emphasizing the point of making sense of this numerical result:

''I have not many difficulties because of the settled system in my workplace. But, in an example I have heard, a company is new in teleworking; it continuously controls. There is a lack of confidence. People who have not worked like this before, have a fear of the system. 'I will send the person to Adana, Izmir from here, he will work remotely. What is he doing? What does he do? Fear of not knowing." They are afraid of the system. After all, it is the business results that must be discussed." (Ozcan,2017).

At the extrinsic motivation level with variance homogeneity, it was seen that there was no difference between the groups based on the ANOVA test results presented in Table 5.

Employees' Teleworking Motivation According to Gender

According to the findings obtained from the t-test based on gender difference which is presented in Table 6, it was found that the motivation and commitment and intrinsic motivation of the participants, whose variance equality was ensured, did not differ significantly according to their genders ($p>.05$); however, at the level of extrinsic motivation with equal variance, when the t-test findings were examined, it was seen that the extrinsic motivation of the participants about teleworking differed significantly according to their gender ($p<.05$). At the level of extrinsic motivation, the mean of women (mean: 2.85) was statistically significantly higher than the mean of men (mean: 2.67) as can be seen from the group statistics in Table 6.

Subfactors that increase extrinsic motivation in the 1st Phase were "no obligation to go to work'' and "first opportunity to work from home". In the 2nd phase of this quantitative research, 47.42% of the participants had kids. At this point, the following expression from Özcan (2017) study can explain the higher extrinsic motivation level of females.

''You can wake up more vigorous and dynamic in the mornings. You need more sleep when your child is small. You wake up more at night and you can't get a full sleep. When you wake up 1-2 hours late in the morning, exactly when the child is asleep, you can start the day more comfortably and in a more relaxed way." (Ozcan,2017).

Employees' Teleworking Motivation According to Marital Status

According to the marital status variable in the 2nd phase of research, whether there is a significant difference between the motivation and commitment, intrinsic motivation and extrinsic

Table 5
Comparison of Age, Educational Level, Total & Teleworking Experience Levels, Reasons for Teleworking

Variables	Motivation and Commitment			Intrinsic Motivation			Extrinsic Motivation		
	Mean (SD)	F	P	Mean (SD)	F	P	Mean (SD)	F	P
Age									
31-35	3.57 (0.89)			3.84 (1.06)			2.78 (0.83)		
36-40	3.67 (0.85)	2.698	0.045	3.90 (1.00)	2.154	0.093	2.99 (0.93)	2.831	0.038
41-45	3.47 (0.95)			3.73 (1.14)			2.70 (0.84)		
46 and Over	3.34 (0.99)			3.57 (1.14)			2.66 (0.98)		
Educational Level									
High School and Associate Degree	3.11 (0.89)			3.30 (1.05)			2.54 (0.76)		
Undergraduate Education Level	3.52 (0.97)	4.304	0.014	3.77 (1.13)	4.014	0.019	2.76 (0.91)	1.772	0.171
Postgraduate and Higher Educational Level	3.59 (0.86)			3.84 (1.02)			2.83 (0.89)		
Total Experience Levels									
0 - 5	3.5313 (0.88)			3.7535 (1.03)			2.8646 (0.82)		
5-10	3.6018 (0.92)			3.8994 (1.05)			2.7088 (0.92)		
10-15	3.4325 (0.94)	1.457	0.203	3.6399 (1.16)	1.675	0.139	2.8101 (0.82)	0.550	0.738
15-20	3.5833 (0.91)			3.8439 (1.04)			2.8015 (0.94)		
20-25	3.6093 (0.92)			3.8769 (1.09)			2.8065 (0.95)		
> 25	3.3158 (0.98)			3.5310 (1.12)			2.6702 (0.89)		
Teleworking Experience Levels									
0	3.3831 (0.99)			3.6114 (1.15)			2.6983 (0.90)		
Between 0 and 1 Year	3.6432 (0.92)	7.334	0.00	3.9027 (1.06)	6.737	0.00	2.8649 (0.94)	2.053	0.106
1 Year	3.4223 (0.82)			3.6538 (1.02)			2.7276 (0.78)		
> 1 Year	3.9539 (0.71)			4.2661 (0.86)			3.0175 (0.99)		
Reasons of Teleworking									
Teleworking is practiced systematically in my company.	3.9389 (0.64)			4.3136 (0.77)			2.8148 (1.01)		
The right to work remotely has been given to me due to my personal situation.	3.7500 (0.57)			3.9722 (0.67)			3.0833 (0.76)		
The right to work remotely has been given to all company employees for a temporary period due to a company-specific situation.	3.7061 (0.86)	5.195	0.003	3.9532 (1.10)	5.877	0.002	2.9649 (0.76)	0.984	0.400
The right to work remotely has been given compulsorily for a fixed time due to a social situation (Covid-19).	3.4985 (0.50)			3.7376 (1.10)			2.7812 (0.90)		

motivation levels in terms of post-pandemic teleworking intention was examined by the t-test. According to the Levene test results, homogeneity of variance was provided at the levels of motivation and commitment, intrinsic motivation, and extrinsic motivation ($p>.05$). However, the t-test results on marital status difference presented in Table 6, indicated no significant mean differences among motivation and commitment, intrinsic motivation, and extrinsic motivation levels of married and single participants at a significance level of 0.05. The mean values can be seen in Table 6.

Employees' Teleworking Motivation According to Teleworking Status

An independent samples t-test analysis was run and according to the results of the analysis which can be seen in Table 6, it is seen that the motivation and commitment and intrinsic motivation, whose variances were unequal, differ significantly according to the teleworking status ($p<.05$). As presented in Table 6, at the level of motivation and commitment, the mean of teleworkers (mean: 3.61) is statistically significantly higher than the mean of those who do not telework (mean: 3.38). At the level of intrinsic motivation, the mean of teleworkers (mean: 3.87) is statistically significantly higher than the mean of those who do not telework (mean: 3.61).

Employees' Teleworking Motivation According to Parental Status

The t-test was used to investigate whether the motivation and commitment, intrinsic motivation and extrinsic motivation levels, for which the variances were equal, differ according to parental status ($p>.05$). According to the results of the t-test analysis presented in Table 6, it is seen that just the motivation and commitment and intrinsic motivation of the participants differ significantly ($p<.05$) according to the status of having a child. At the level of motivation and commitment, the mean of the participants who do not have a child (mean: 3.61) is statistically significantly higher than the mean of the employees who have children (mean: 3.42). The mean levels are presented in Table 6. At the level of intrinsic motivation, the mean of the participants who do not have a child (mean: 3.87) is statistically significantly higher than the mean of the employees who have children (mean: 3.66).

The two views expressed in the qualitative research of Ozcan (2017) can satisfactorily explain the significant difference in motivation and commitment and intrinsic motivation levels regarding the post-pandemic intention to telework, according to the status of having children:

> *"Your chance to work with a child is very low. Today, for example, I would normally come home at 4 o'clock. But I preferred to come around 6 for example. I spent 2 hours somewhere to complete my immediate concerns. Then I came. Then I continued some correspondence at home, but things that I could do a little more comfortably and simply so that the child could come and sit on my lap. I prefer to sit somewhere else if I have to do the things that I must think hard. Otherwise, you lose your concentration. Then you cannot do that job as you wish."*

"*For example, I am concentrating on a task, the bell rings, the child comes. This is what's happening. You prepare a document, the child takes it, tears it and throws it away. You cannot lock the door when you are at home together. If you are married, your wife may leave the child to you because you telework; these are true life experiences and information I got from my friends. These friends quit and preferred jobs with a fixed check-out time and an office environment. They moved to an office."* (Ozcan, 2017).

Table 6
Comparison of Gender, Marital, Teleworking & Parental Status

Variables	Motivation and Commitment			Intrinsic Motivation			Extrinsic Motivation		
	Mean (SD)	F	P	Mean (SD)	F	P	Mean (SD)	F	P
Gender									
Women	3.5778 (0.91)	0.346	0.092	3.8199 (1.06)	1.112	0.186	2.8517 (0.89)	0.031	0.029
Men	3.4393 (0.95)			3.6927 (1.12)			2.6790 (0.90)		
Marital Status									
Married	3.4869 (0.92)	0.099	0.404	3.7382 (1.08)	0.067	0.545	2.7331 (0.89)	0.664	0.207
Single	3.5584 (0.96)			3.7989 (1.11)			2.8370 (0.90)		
Teleworker or not									
No	3.3843 (0.98)	7.621	0.007	3.6126 (1.14)	5.588	0.008	2.6994 (0.88)	0.448	0.115
Yes	3.6111 (0.88)			3.8732 (1.04)			2.8247 (0.90)		
Do you have a child or not?									
No	3.6178 (0.94)	0.019	0.021	3.8749 (1.08)	0.134	0.031	2.8464 (0.92)	0.997	0.083
Yes	3.4275 (0.92)			3.6671 (1.09)			2.7088 (0.87)		

Discussion and Conclusion

The pandemic affected people's lives negatively socially, physically, and economically all over the world (Karakose & Malkoc, 2021). In this process, serious changes and transformations took place in many areas. The pandemic also changed the working style in a compulsory way and teleworking was experienced by a large number of Turkish employees in Turkey after the pandemic. The number of teleworkers has increased sharply and compulsorily in a short time. This study was carried out to develop a scale and determine the teleworking intention of employees academically after the pandemic when they experienced remote work.

In order to find an answer to this research question, the present study extended the qualitative study of the thesis "A Qualitative Research Surveying the Effect of Telework on Working Life in Turkey" (Ozcan, 2017) to a quantitative study by using mixed methodology to fill the gap of a related scale in the literature. The main purpose of the first step was to develop a scale related to motivation for teleworking intention after the pandemic and its validity and reliability was demonstrated. The first factor in the scale was called intrinsic motivation and the second factor was called extrinsic motivation. So, this study generates a main contribution to the theory by presenting the tool of **Teleworking Intention Scale** to measure the telework-

ing intention of employees. Additionally, top managers and human resources managers can also use this tool to compare the motivation and commitment of teleworkers from year to year and apply appropriate politics accordingly to enable the sustainability of this working style.

The aim of the second leg of the study was to investigate the motivation and commitment of Turkish employees related to the teleworking intention after the pandemic and find the influence of demographic variables on the teleworking intention in Turkey. The sample distribution of the research is close to Deloitte's research applied within 15 days after the pandemic across 17 provinces in Turkey with 334 participants, in response to the question "Did you have a common and established teleworking practice before the Covid-19 Epidemic?" A percentage of 24.2% of the participating companies declared that they had already had a remote working practice before the pandemic (Deloitte,2020). When compared with Deloitte's research and considering the difference between the dates of the research and the ongoing transition to teleworking, the fact that the total number of participants who started teleworking before the pandemic (before 11.03.2020) was 32% (165) in our research and this provides a clue that the target group is represented well in this study.

The second phase research results of the present study revealed that the motivation and commitment levels and extrinsic motivation levels for teleworking intention after the pandemic changed significantly according to age groups but consecutively according to the Scheffe test results, among which groups the difference could not be explained. Similar empirical research was also applied in the United Arab Emirates, in which there was no significant difference among employees in their teleworking choice based on their age (Aboelmaged & Elamin, 2009).

The study's findings indicated that there were significant differences in motivation and commitment and intrinsic motivation levels for different education levels and participants at high school and associate degree education had significantly lower motivation and commitment and intrinsic motivation for the teleworking intention after the pandemic than their undergraduate and graduate and postgraduate and higher education level counterparts. This may be due to the differences in the digital competencies of employees at different educational levels. This finding regarding the education level of teleworkers is consistent with the study done in Saudi Arabia which is also quoted in the introduction part (Almubarak et al., 2022). However, in this study the difference was between the bachelor's degree and postgraduate degree. The bachelor's degree participants were more satisfied with teleworking than those with postgraduate degrees. This may be due to the fact that in the study conducted in Saudi Arabia, most of the participants having postgraduate degrees were from the education sector according to the statistics given and online education was never applied in Saudi Arabia before the pandemic. This may have reflected the less positive experience of teleworkers in education in the results. In this study of the participants with postgraduate degrees only 22%

were from the education sector.

Another finding in the study was the significant differences between the motivation and commitment levels and intrinsic motivation levels based on the teleworking experience of participants. In terms of motivation and commitment, participants with no teleworking experience and only 1 year of experience feel less motivation and commitment to teleworking intention after the pandemic than participants with more than 1 year of teleworking experience. Employees with no teleworking experience expressed significantly lower intrinsic motivation than the employees having 1 year or more of teleworking experience. This may be due to the fact that those people were in the process of adaptation to teleworking and the pandemic process imposed a stress on those participants so they may be less motivated. However, 1 year or more than 1 year experienced participants had the opportunity to adapt to teleworking before pandemic so their motivation and commitment may be higher. In the study applied in the United Arab Emirates, a cross tabulation analysis was conducted based on total experience to assess the difference among employees but the relationship between employees' teleworking choice and their years of experience was not significant (Aboelmaged & Elamin, 2009). In the future, researchers may test the importance of adaptation process on the teleworkers and when the teleworking experience increases how the motivation of both groups will change may be tested.

The results of the study demonstrated that participants whose company applied teleworking systematically had significantly higher motivation and commitment and intrinsic motivation for teleworking intention after the pandemic than the participants whose right to work remotely was compulsorily given part-time due to a social situation (Covid-19). In fact, this result can be considered to be an understandable result since the leaders and human resources management of the companies applying teleworking systematically had already adapted to teleworking on the side of the management, whereas on the other side in the companies of the teleworkers who had compulsorily passed to teleworking, the adaptation of leaders and human resources management might not also be accomplished yet. So, new research is also suggested to see the motivation level of these new teleworkers after "their management and system" and "as employees they" are also adapted to teleworking. For comparison and further explanation other similar studies were searched but no study has been found that only deals with the reasons of teleworking in the context of motivation and commitment and intrinsic motivation. Studies abroad focused more on employees' teleworking experiences based on marital status, teleworking mode, sector and hours of teleworking generally to report the case during the pandemic.

It was also observed in the analyses that the women's levels of extrinsic motivation were higher than the men's. This may be due to the traditional role of the woman in society. This result was also highlighted in Ozcan's (2017) qualitative research . They have to both work and deal with the house and children. This is in harmony with the results of the study done in the United Arab Emirates which showed that "females in the UAE tended to prefer full-time

teleworking" (Aboelmaged & Elamin, 2009) and also with the results of the study done in Saudi Arabia which indicated that "*positive views towards teleworking were more expressed by women than men*" (Almubarak et al., 2022:14).

The level of motivation and commitment and intrinsic motivation of teleworkers were significantly higher than the non-teleworkers. However, for this result there is a limitation. Since the research was done during the pandemic, while those who worked remotely during the pandemic felt safe because they could work in isolation in the pandemic environment, on the other hand, the non-teleworkers could not follow the distance rule very much and for this reason, the possibility of high anxiety levels of non-teleworkers is the limitation at this point. However, with the same limitation, a similar study was done in the province of Quebec, Canada and in this study, teleworking was also found to be associated with higher levels of well-being (Parent-Lamarche & Boulet, 2021). Differences between teleworkers and non-teleworkers were also studied in the Netherlands. In this study the majority of the non-teleworkers mentioned that they cannot telework, because they have to be physically present at their working place due to their positions and sector which is education. However, a comparison between teleworking application effects in Turkey and in the Netherlands is not appropriate since the sample of non-teleworkers in the Netherlands were the ones whose positions necessitated being physically in the workplace but the sample of non-teleworkers in Turkey also included the ones who had to be in the workplace since their companies did not apply teleworking. Yet in the Netherlands, following the adoption of the 2002 European teleworking framework agreement, since September 2003, when the framework agreement was put into practice with the approval of a workers' foundation, the ratio of teleworkers has seriously increased in the Netherlands year by year. The ratio of those who work remotely for at least a quarter of their working time to all employees was 12% in 2010 (Welz & Wolf, 2010). On the other hand, the mass transition to remote working in Turkey took place just after the pandemic in 2020. For this reason, comparison with the Netherlands and such countries was not done and also, in other such countries, since teleworking has been applied for many years, the research is also very detailed, and the levels are not compatible.

The results indicated the childless participants' motivation and commitment and intrinsic motivation level to be higher than the parent participants'. When starting the research, it was expected that there would be a difference in the motivation levels of participants with different marital statuses, but the result showed that in fact what made the difference was not marital status but having a child. The fact that 95.73% (n=493) of the participants in the 2nd phase research did not have long-term teleworking experience is likely to be reflected in the survey results. In Ozcan's 2017 study, the emphasis of a participant with 6.5 years of teleworking experience is worth being expressed in this regard.

> *''Spending too much time together tortured our marriage. You do not get the respect you deserve. The man who goes to work in a suit is different from the man at home in his pajamas and sitting at the computer. To be always at hand."* (Ozcan, 2017).

Therefore, as the duration of teleworking increases, the evaluation of satisfaction according to marital status may be an important criterion in terms of ensuring employee belonging.

This finding about marital status in the second phase is consistent with the quoted study conducted in Romania. In this study similarly, "*respondents with children under 17 who worked only from home during the Covid-19 crisis reported a greater degree of work–life imbalance – both in comparison to those with children but working at the employer's premises or other locations and to those without children*." (Negruşa & Butoi, 2022:20). So especially the companies thinking of applying teleworking systematically after the pandemic, should consider their employees' motivation taking into consideration the main criterion of having a child.

As one of the first quantitative studies about teleworking conducted in Turkey during the pandemic, the study's findings have implications for policy, practice and research. According to the findings of the study, it should be underlined that it is important to evaluate teleworking situationally and a permanent transition to teleworking should be done after evaluating the criteria specified in the research results such as systematic readiness of the organization's management, adaptation of employees and parental status of employees.

Limitations of The Study and Suggestions for the Further Research

Since employees in Turkey have not been working remotely for a long time and most of the employees just experienced teleworking with the pandemic, the limit of the study may be that they may have evaluated mainly the advantageous aspects in the context of the factors such as the necessity to go to work and the reduction of traffic at first without fully experiencing the disadvantages in the long-term. So in the future, researchers can do similar studies to see how motivation is affected as teleworking experience increases in Turkey's working life. In this study, the main focus was on the current motivation and commitment levels of the teleworking intention after teleworking was first experienced. However, future new research can compare the pre-pandemic and post-pandemic motivation and commitment levels of teleworking intention.

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