

## RESEARCH ARTICLE

# Culture, Motivation, and Performance: Remote and Workplace Dynamics in Organizations

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**Abstract**

*In this study, a divergence in the perceptions of organizational culture between workplace and remote employees within Turkish banks was examined. Workplace employees viewed the culture as bureaucratic yet also innovative and supportive, contrasting with remote employees' perspectives. The research uncovered distinct working styles that significantly influenced job performance, with remote workers displaying a notably positive impact. However, significant differences in the effects of job satisfaction and motivation on job performance between the two groups are not detected. An unexpected discovery was the reverse relationship between a supportive organizational culture and job performance among remote employees. Organizational commitment had a positive influence on job performance for all employees, emphasizing its role in enhancing job satisfaction and performance. This research contributes to the understanding of the intricate relationship between organizational culture and employee performance, in the context of remote and workplace workers. The findings suggest that non-monetary factors significantly motivate employees, with workplace employees emphasizing effective communication and teamwork, while remote workers prioritize effective planning and task execution. While the study provides insights, its industry-specific focus and sample size limitations should be considered for future research to explore these complex relationships in more diverse contexts.*

**Keywords:** Organizational Culture, Motivation, Job Satisfaction, Job Performance, Remote Work

**Öz**

*Bu çalışmada, Türk bankalarında ofiste ve uzaktan çalışanların örgütsel kültür algıları arasındaki farklılıklar incelenmiştir. İşyeri çalışanları kültürü bürokratik olarak görmüş, ancak aynı zamanda yenilikçi ve destekleyici olarak değerlendirmişlerdir, bu görüş uzaktan çalışanların bakış açılarıyla farklılık oluşturmaktadır. Araştırma, uzaktan çalışanların örgüt performansına belirgin bir olumlu katkı sunduğunu göstermiştir. Bununla birlikte, iki grup arasında iş memnuniyeti ve motivasyonunun iş performansı üzerindeki etkilerinde anlamlı farklılıklar tespit edilmemiştir. Beklenmedik bir bulgu, uzaktan çalışanlar arasında destekleyici bir örgütsel kültür ile iş performansı arasındaki ters ilişki olarak tespit edilmiştir. Örgütsel bağlılık ise tüm çalışanlar arasında örgüt performansını olumlu etkilemiş, iş memnuniyetini ve performansı artırmada rol oynamıştır. Bu araştırma, uzaktan ve ofiste çalışanlar bağlamında, örgütsel kültür ile çalışan performansı arasındaki karmaşık ilişkinin anlaşılmasına katkı sağlamaktadır. Bulgular, çalışanların büyük ölçüde maddi olmayan faktörlerle motivasyonlarının arttığını ve ofis çalışanlarının etkili iletişim ve takım çalışması üzerine vurgu yaparken, uzaktan çalışanların ise etkili planlama ve görev yürütme üzerinde daha fazla odaklandığını göstermektedir. Çalışma, bankacılık sektörüne odaklanmasının ve örneklem büyüklüğünün sınırlılıkları dikkate alındığında, gelecekte daha çeşitli bağlamlarda bu karmaşık ilişkileri araştırmak için yön gösterici olmaktadır.*

**Anahtar Kelimeler:** Örgüt Kültürü, Motivasyon, İş Tatmini, İş Performansı, Uzaktan Çalışma

## Introduction

The prevalence of remote work has surged in recent years (Barsness et al., 2005). Since the early months of 2020, the COVID-19 pandemic has caused economic and societal disruptions on a global scale. This unforeseen situation has led to a sudden and significant transformation of traditional modes of daily business operations. Millions of employees worldwide have been compelled to carry out their full-time jobs from their homes. Consequently, the term 'remote work' has gained momentum globally under these particular circumstances (Wickramasinghe and Nakandala, 2022). Since it is newly emerged in many organizations, many human resources managers started to go into organizational factors which effects remote workers' performances (Wickramasinghe and Nakandala, 2022). The assessment of organizational performance assumes a position of utmost significance, representing the cornerstone for the evaluation of an organization's achievements and overall success (Stannack, 1996). This multifaceted assessment entails the measurement of various facets including effectiveness, competence, appropriateness, and growth, all of which are universally acknowledged as pivotal determinants of organizational prosperity.

It is a complex undertaking, requiring a holistic examination of the intrinsic components that contribute to commendable job performance (Vroom, 1964). In this vein, motivation emerges as the central impetus propelling individuals toward the attainment of superior outcomes, while capacity, an encompassing amalgamation of knowledge and proficiency, collaborates in synergy with motivation to augment overall performance (Vroom, 1964). Moreover, the efficacious communication of management-set objectives plays an indispensable role in nurturing improved job performance, offering lucidity of purpose and direction within the organizational landscape (Stannack, 1996). Expanding upon this foundational perspective, an additional theoretical framework, advanced by Motowidlo and Van Scotter (1994), posits a comprehensive evaluation of performance through the delineation of two distinct dimensions: task performance and

contextual performance. Task performance entails the mastery of the technical facets of a job role and the execution thereof, while contextual performance pertains to the interpersonal dynamics characterizing task execution, rendering it a pivotal influencer in the configuration of organizational behavior (Chen, 2004). This multifaceted terrain is further enriched by the perpetual evolution of workplace flexibility and the advent of remote work arrangements. It is imperative to scrutinize the manner in which the intricacies of job tasks intersect with stress levels and to discern the impacts of the duration of remote work, the effective management of work-life equilibrium, and the presence of leadership support on stress levels (Olsen, Hildrum, Kummen, and Leirdal, 2023). In this regard, the aggregation of temporal elements underscores the pivotal role played by substantial support from both leaders and colleagues, a dynamic correlating positively with heightened job engagement. These revelations accentuate the vital necessity not only to regard workplace flexibility as a facilitative modality but also to accentuate the contributory factors that fortify resilience (Bareket-Bojmel, Chernyak-Hai, and Margalit, 2023).

It is conspicuously evident that the perpetuation of employee engagement can no longer be unconditionally tethered to their exclusive physical presence within the organizational confines. The advent of remote work arrangements necessitates an adaptative recalibration of leadership styles attuned to the distinctive profiles and requisites of remote workers (Pianese, Errichiello, and da Cunha, 2023).

The advocacy for remote work within organizational frameworks mandates a nuanced consideration of demographic attributes, behavioral proclivities, and distinctive facets germane to remote work configurations (Sahut and Lissillour, 2023). Among these attributes, in this study the primary objective is set as to examine and compare the perceptions of remote and workplace employees regarding organizational culture, motivation, job satisfaction, commitment, and job performance. Followings are the research questions for this study:

- ⇒ How does organizational culture in Turkish banks impact employee

motivation, job satisfaction, and job performance, and are there significant differences in these impacts between remote and workplace employees?

- ⇒ What non-monetary factors primarily motivate employees within Turkish banks, and how do these motivational factors differ between remote and workplace employees?
- ⇒ What are the key dimensions of job performance for workplace and remote employees in Turkish banks, and how do their priorities vary, particularly with regard to effective planning and task execution?
- ⇒ To what extent does the organizational culture, including bureaucratic and supportive aspects, influence job performance within the Turkish banking industry, and how does this influence differ between workplace and remote employees?
- ⇒ Does organizational commitment have a stronger impact on job performance for remote employees compared to their workplace counterparts in Turkish banks, and what is the moderating role of working style in this relationship?
- ⇒ How do hierarchical and compartmentalized structures within Turkish banks impact employee behavior, including their inclination to adhere to orders versus exercising initiative and leveraging their creative capacities?

In summary, this study investigates the complex interplay between organizational culture, motivation, job satisfaction, and job performance for remote and workplace workers. Conducted prior to the pandemic, it offers insights into evolving modern work dynamics. Unveiling these factors equips organizations to enhance management, engagement, satisfaction, and organizational performance within the rapidly changing landscape of remote work trends.

## Performance

The assessment of organizational performance commonly revolves around the achievements of the workforce, with indicators such as effectiveness, competence, appropriateness, and growth standing as vital markers of success within the organization (Stannack, 1996). This evaluation necessitates consideration of motivation and capacity as essential components of commendable job performance (Vroom, 1964). Motivation serves as the driving force behind job performance, propelling individuals to pursue superior outcomes (Stannack, 1996), while capacity encompasses knowledge and proficiency, working in tandem with motivation to enhance performance (Vroom, 1964). Moreover, effective communication of management-set objectives is crucial for facilitating improved job performance by providing clear context (Stannack, 1996).

An additional theoretical framework by Motowidlo and Van Scotter (1994) suggests that performance evaluation can be comprehensively assessed through task performance and contextual performance. Task performance involves mastery of technical job aspects and their effective execution, while contextual performance pertains to interpersonal dynamics during task execution, playing a pivotal role in shaping organizational behavior (Chen, 2004). Evaluating the suitability and performance of remote work for each employee is the responsibility of management (Ferreira et al., 2021). During the COVID-19 pandemic, it was observed that some managers struggled with remote management due to a lack of perspective, and such difficulties were found to have adverse effects on employee morale and performance (Parker et al., 2020). Additionally, it has been demonstrated that Emotional Intelligence is positively associated with fundamental project success factors and project performance (Sang et al., 2018; Sampaio et al., 2022). Organizations should assess employee performance not solely based on hours spent completing tasks but with a focus on meeting specified job objectives. To ensure a positive experience during the transition to fully remote or hybrid work models, it is essential to recognize that Human Resource Development interventions will need to take the

form of a transformation from the current human resource business model (Pillai and Prasad, 2023).

### **Workplace Flexibility and Remote Work**

This section delves into the intricate relationship between work flexibility and remote arrangements. Specifically, it examines how the complexity of work tasks correlates with stress levels, revealing a noteworthy positive association. Moreover, it investigates the impact of the duration of remote work, effective work-life balance management, and leadership support on stress, revealing consequential negative linkages (Olsen, Hildrum, Kummen and Leirdal, 2023). Additionally, the accumulation of time demonstrates that robust support from both leaders and colleagues, combined with adept work-life balance management, positively correlates with heightened job engagement. This underscores the vital need to not only address workplace flexibility as a facilitative element but also to accentuate factors contributing to resilience. Exploring supplementary methods to foster emotional connections between employees and the organization, particularly in the absence of physical presence, emerges as a compelling imperative. Furthermore, pivotal findings from empirical investigations underscore a paradigm shift: the sustenance of employee engagement cannot be categorically tethered to their exclusive on-site presence within the organization (Bareket-Bojmel, Chernyak-Hai and Margalit, 2023). Simultaneously, managers shoulder the responsibility of recalibrating their leadership styles, attuned to the distinct personalities of remote workers (Pianese, Errichiello, and da Cunha, 2023). Advocating for remote work within organizations mandates a nuanced consideration of demographic attributes, behavioral propensities, and distinctive facets associated with remote arrangements. Notably, the pursuit of effective persuasion necessitates meticulously tailored strategies, encompassing variables such as gender, age, willingness, past experiences, commuting distances, job roles, and personal values (Sahut and Lissillour, 2023). While an all-encompassing return to traditional office paradigms remains an improbable trajectory

(Smite, Moe, Hildrum, Gonzalez-Huerta and Mendez, 2023), it is prudent to acknowledge the malleability of current practices and corporate policies. In the context of a transformative phase, organizations stand poised to refine their approaches, capitalizing on hybrid work experiences to shape a more resilient and engaging work environment.

### **Motivation**

The essence of human behavior is driven by an internal mechanism, from which the concept of motivation originates. The term "motivation" stems from the Latin word "movere," meaning "to move." When applied to human context, motivation signifies the transition from apathy to engagement, fueling the pursuit of goals. This cognitive stimulus propels individuals to exert focused effort towards predefined objectives (Mitchell, 1982). Motivation stands as one of the paramount factors in elevating employee productivity, enhancing organizational contributions, and improving the overall quality of work life within an institution. It holds immense significance in the corporate domain, where heightened motivation significantly augments the institution's contributions by driving an increase in personnel productivity (Ameed et al., 2023). Greenberg and Baron (1997) propose three stages of motivation: stimulation, orientation, and its perpetuation until goals are reached. Bartol and Martin (1998) define motivation as a driving force that enhances behavior by inspiring individuals to persevere for their objectives. Motivation empowers individuals to clarify goals, identify paths, and cultivate persistence for desired outcomes. It is integral for management as leaders must competently motivate subordinates (Islam and Ismail, 2008). Motivation theories classify into needs theory, cognitive theory, and reinforcement theory (Bartol and Martin, 1998). Abraham Maslow's hierarchy of needs (1970) is widely accepted. Needs span five levels, from physiological to self-actualization (Beardwell et al., 2004). Esteem and self-actualization also motivate job satisfaction (Armstrong, 2003). Alderfer's ERG theory (1972) condenses Maslow's levels into existence, relatedness, and growth (Armstrong,

2003). Herzberg et al. (1959) introduce motivators and hygiene factors. Vroom's expectancy theory (1964) asserts that stronger belief in a positive outcome leads to desired behavior (Robbins, 1993). Equity theory emphasizes task rewards as motivation foundation, with comparisons to peers (Carrell and Dittrich, 1978). The goal-setting theory provides effective motivation through relevant, challenging goals (Mullins, 2005). Reinforcement theory by Skinner (1945 cited in Islam and Ismail, 2008) links behavior to environmental outcomes. Positive consequences encourage repetition, negative ones deter (Islam and Ismail, 2008). Recent studies highlight the relevance of early motivation theories (Kotler, 1999; Wheatley, 1999; Kouzes and Posner, 1995). Herzberg's theory is pertinent to organizational investigations (employee turnover) (Herzberg et al., 1959).

Motivation's role in job performance varies, influenced by multiple factors (Weiner, 1986). External influences and evolving motivation levels add complexity to performance assessment. Attribution theory suggests evaluating skills, abilities, effort, and extrinsic factors (Weiner, 1986). However, it is indicated that motivation generally has a positive effect on job performance (Kuswati, 2020). In this sense, the first hypothesis of this study is set as: motivation has a positive effect on job performance (H1).

### **Organizational Culture**

Organizational culture encompasses the collective values, beliefs, and behaviors that prevail within an organization, shaping the assimilated norms of employees upon their entry into the establishment (Lawson and Ventriss, 1992). This culture has the capacity to shape the value systems, beliefs, and behaviors of individuals and establish a standard for goal expectations within the organization (Ababaneh, 2010). Furthermore, the shared values and beliefs within an organization can also influence the services provided, thereby impacting quality improvement efforts (Hann et al., 2007).

The significance of organizational culture lies in its crucial role in achieving targets and fostering a suitable level of quality within the organization. This pursuit of quality improvement takes into account various factors, such as available

resources, existing culture, management practices, teamwork, and goal attainment (Kunkel et al., 2007). While most organizations possess an overarching culture that applies to and is embraced by the majority of employees (Ababaneh, 2010), it is important to acknowledge the existence of subcultures within the organization. These subcultures serve to highlight common issues and challenges faced by specific groups of individuals within the organizational context. Examples of such subcultures include supportive subcultures, process subcultures, task subcultures, people subcultures, bureaucratic subcultures, innovative subcultures, power subcultures, and role subcultures. Although each subculture plays a significant role to some extent within the organization, the most prominent and wide-ranging subcultures for fulfilling organizational needs are considered to be bureaucratic, supportive, and innovative subcultures (Lai and Lee, 2007). The bureaucratic subculture is characterized by a strict adherence to rules, regulations, and orders within the organization.

Employees are expected to comply with prescribed procedures and have limited autonomy in task execution. The management and communication processes follow predetermined guidelines and hierarchical structures (Ababaneh, 2010). This type of subculture is expected to create a negative effect on job performance (Lai and Lee, 2007). Therefore, the second hypothesis of this study is set as: bureaucratic subculture has a negative effect on job performance (H2).

Conversely, the innovative subculture encourages employees to embrace their entrepreneurial spirit. Individuals are empowered to generate new ideas, and their innovative abilities are nurtured. The organization promotes a culture of risk-taking, where employees are unafraid of potential failures. This subculture diminishes the significance of hierarchical structures and promotes lateral communication, facilitating the formation of cross-functional teams and enabling the generation of novel and creative plans, ultimately enhancing performance (Ababaneh, 2010). This type of subculture is expected to create a positive effect on job performance (Lai and Lee, 2007). Therefore, the

third hypothesis of this study is set as: innovative subculture has a positive effect on job performance (H3).

The supportive culture places a strong emphasis on human relationships and promotes collaboration among teams within the organization. This subculture encourages the development of trust and a sense of partnership among employees. Through mutual support, individuals work together to achieve organizational goals (Ababaneh, 2010). This type of subculture is expected to create a positive effect on job performance (Lai and Lee, 2007). Therefore, the fourth hypothesis of this study is set as: supportive subculture has a positive effect on job performance (H4).

While Wallach (1983) initially classified these three subcultures as independent entities, it has been observed that organizations benefit from striking a balance among all three subcultures to achieve optimal results (Kanungo et al., 2001). Social connections form a crucial part of a positive organizational culture, fostering trust, collaboration, and a supportive atmosphere. Engaged employees who have strong social ties tend to produce higher-quality work and exhibit lower absenteeism (Hickman and Robison, 2020). As organizations continue to hire new employees, many of these recruitments occur in a virtual setting, potentially impacting the process of onboarding and understanding the organizational culture for new hires.

Notably, some employees have had to cope with the emotional stress of COVID-19 spread within their families, which can affect their mental well-being. In this context, human resource managers may encounter new challenges in managing employees' emotional equilibrium (Ayedee et al., 2021).

### **Organizational Commitment**

In scholarly literature, the concept of "organizational commitment" has been examined and defined in various ways. Smith, Gregory, and Cannon (1996) conceptualize organizational commitment as the degree of an individual's psychological attachment and involvement with an organization. On the other hand, Armstrong

(2007) presents organizational commitment as the sense of belongingness an individual feels towards the organization, driven by the alignment of personal goals with the organization's objectives, and the motivation to exert effort in support of the organization.

Building upon Armstrong's (2007) perspective, three key dimensions can be discerned in the concept of organizational commitment: the recognition and alignment of organizational objectives, values, and goals; the motivation to invest effort for the betterment of the organization; and the desire to maintain a continued affiliation with the organization. Organizations have a significant reason to be concerned about the level of commitment their employees feel, as there is a substantial benefit to having engaged and participative employees (Schalow, 2020). An employee experiencing disengagement is an individual who has momentarily distanced themselves from their work responsibilities due to an inability to effectively manage the excessive demands imposed by their professional duties (Afrahi et al., 2022). This underscores the pivotal role of fostering commitment among employees, as it can lead to increased productivity and a more positive work environment, both of which are important for an organization's performance (Afrahi et al., 2022). Therefore, the fifth hypothesis for this study is set as: organizational commitment has a positive effect on job performance (H5).

### **Job Satisfaction**

According to Crossman and Abou-Zaki (2003), the establishment of job satisfaction is crucial for fostering a healthy organizational environment, as it is the responsibility of human resources to deliver effective services to consumers. Achieving better job satisfaction propels employees to provide quality service.

However, it is essential to recognize the impact of other factors on organizational efficiency, including infrastructures and internal relationships. The definition of job satisfaction presented here aligns with Spector's (1997) observation, which posits that it is a positive emotional state derived by a worker through the gratification of providing effective services to

consumers and, consequently, experiencing increased job satisfaction.

Hoy and Miskel (1996) assert that job satisfaction is influenced by situational theories, which postulate the interrelationships among various factors such as task characteristics, organizational characteristics, and individual characteristics. They further mention that employees analyze situational characteristics before commencing work, while situational occurrences are evaluated during the course of work. The combination of situational characteristics and situational occurrences contributes to overall satisfaction, as mentioned by Quarstein et al. (1992). Crossman and Abou-Zaki (2003) highlight that factors proposed by situational characteristics, such as work, salary, promotion, supervision, and co-workers, are key determinants of job satisfaction. Additionally, other factors like employee involvement and organizational commitment also play a significant role in the job satisfaction process which all ultimately increases the job performance of the employees. Therefore, the sixth hypothesis for this study is that job satisfaction has a positive effect on the job performance (H6).

Oshagbemi (2000) notes the existence of extensive literature on job satisfaction, emphasizing the effectiveness of demographic characteristics such as age, gender, tenure, and education. Although various studies reveal a relationship between demographic characteristics and job satisfaction, the findings are mixed, identifying both positive and negative associations among the same variables. Therefore, there remains ample scope for further research to explore the relationship between job satisfaction and performance. It cannot be assumed that greater job satisfaction leads to high performance or that high performers are necessarily satisfied with their jobs (Euske et al., 1980). While some studies, like Spector (1997), imply a probable relationship between satisfaction and performance, others indicate a significant gap in the associations (Iaffaldano and Muchinsky, 1985). Empathy is a crucial element contributing to successful workplace communication and job satisfaction. Particularly in the context of remote work where communication happens digitally, it is

essential to pay specific attention to empathy and understand that empathic communication doesn't occur automatically (Smith, 2021).

Moreover, research has indicated that remote workers tend to have more positive outcomes in terms of job satisfaction. In this context, the degree to which employees establish connections within a workplace community and feel a sense of shared identity plays an effective role in their positive work experience and personal well-being (Bilotta et al., 2021). This underscores the significance of nurturing empathy in the workplace to enhance job satisfaction and overall work experiences, especially in remote work settings.

### **Relationship between Organizational Culture, Motivation, Job Satisfaction and Job Performance**

Organizational culture is a critical concept that influences various outcome-oriented behaviors of individuals, such as motivation, fulfillment, and commitment. It is considered the foundation from which different human resource management factors emerge (Harris and Mossholder, 1996). The relevance of organizational culture and personal characteristics plays a significant role in job outcomes, including factors like employee retention, job satisfaction, and individual job performance (Wallach, 1983).

The relationship between job performance and organizational commitment is another area of research. Studies by Price and Mueller (1981) and Vandenberg and Lance (1992) suggest that organizational commitment can be generally regarded as a contributing factor to job satisfaction. According to Reed et al. (1994), the nature of work, promotion and compensation policies, relationships with colleagues and supervisors are crucial factors that contribute to workers' job satisfaction and organizational commitment. Chen (2004) found a negative correlation between job performance and the cost associated with leaving the organization and organizational commitment.

The relationship between the work environment and job satisfaction and organizational commitment has also been examined by Odom et al. (1990). They explain that the bureaucratic nature of the work environment

does not have a significant impact on an individual's job satisfaction and commitment. However, the removal of bureaucratic barriers can have a positive influence on enhancing fulfillment and commitment, particularly when it is carried out to foster innovation and support. This is because innovation and support are two significant factors that enhance employee behavior, worker satisfaction, and organizational commitment.

## Methodology

The primary objective of this study is to examine and compare the perceptions of remote and workplace employees regarding organizational culture, motivation, job satisfaction, commitment, and job performance. To achieve this, a positivist, quantitative, and deductive approach was adopted. The study drew upon existing literature to derive factors related to job performance, motivation, organizational culture, job satisfaction, and organizational commitment. Both secondary and primary data were utilized in this study. In addition to a comprehensive review of existing literature and the methodology, a questionnaire was employed to capture the perceptions of both remote and workplace employees. The questionnaire served as a primary data collection tool to address the research questions. The questionnaire consisted of six sections, comprising a total of 54 questions/statements. Part 1 of the questionnaire aimed to assess organizational culture, utilizing Wallach's (1983) organizational culture index. This index categorized cultural settings into three types: innovative, bureaucratic, and supportive culture. The participants rated their agreement with each statement using a five-point Likert scale ranging from 1 to 5.

A score of 1 indicated that the statement did not describe the participant, while a score of 5 indicated that the statement described the participant most of the time. Specifically, items 1, 6, 7, 11, 13, 18, 19, and 23 pertained to innovative culture, items 3, 4, 10, 12, 14, 20, 21, and 24 addressed bureaucratic culture, and items 2, 5, 8, 9, 15, 16, 17, and 22 explored supportive culture.

Part 2 of the questionnaire aimed to assess the level of job satisfaction among remote and

workplace employees. For this purpose, a five-facet satisfaction scale developed by Judge et al. (2000) was employed. The scale utilized a five-point rating system, where a score of 1 indicated strong disagreement with the given statement, and a score of 5 indicated strong agreement.

Part 3 of the questionnaire aimed to measure the level of motivation among participating employees in the banking industry of Turkey. To assess motivation, eight motivating factors identified by Islam and Ismail (2008) were incorporated. Participants rated their agreement with each statement using a five-point Likert scale, with a score of 1 indicating strong disagreement and a score of 5 indicating strong agreement.

Part 4 of the questionnaire aimed to assess the organizational commitment of both remote and workplace employees. To measure this construct, a modified version of Cook and Wall's (1980) organizational commitment questionnaire, as adapted by Shaw et al. (2003), was employed. This section comprised four items, and participants rated their level of agreement using a five-point Likert scale, ranging from strongly agree to strongly disagree.

Part 5 of the questionnaire aimed to determine the job performance of the participating employees based on seven statements, drawing from Shore and Martin's (1989) four-dimensional job performance measures: dependability, planning, know-how and judgment, and cooperation. Job performance was assessed using a five-point Likert scale, ranging from strongly agree to strongly disagree.

Part 6 of the questionnaire focused on gathering demographic information about the participating employees, including gender, education level, age, working style, and tenure.

In this study, a purposive sampling technique was employed to align with the research objective, which exclusively examined the performance of employees in the banking industry of Turkey in 2019. The researcher-initiated contact with the HR managers of banks operating in Istanbul, Turkey, by introducing herself and explaining the research purpose, accompanied by a sample questionnaire.

For the distribution of the employee survey, a snowball sampling procedure was followed. The author initially provided the questionnaires to the



HR managers of selected banks, who subsequently distributed them to the employees. Completed questionnaires were collected by the author in the week following their delivery to the HR managers. A total of 101 questionnaires were collected for analysis. The researcher utilized SPSS software Version 16 to conduct statistical analyses on the collected data.

Descriptive statistics, including mean, median, and standard deviation, were employed to analyze the responses to items measuring organizational culture, motivation, organizational commitment, job satisfaction, and job performance. These statistics were used to determine average scores and assess the reliability and dispersion of the data.

To identify any statistically significant differences between remote and workplace employees in the aforementioned factors, t-tests were conducted using the obtained scores. Additionally, regression analyses were performed using the average scores to examine the extent to which organizational culture, motivation, job satisfaction, organizational commitment, and working style could predict the job performance of employees in the banking industry of Turkey.

## Data Analysis

### Profile of the Survey Participants

This section provides a concise overview of the salient characteristics of the employees who participated in the survey. The resulting findings are outlined as follows:

Table 1. Profile of the Survey Participants

Characteristics		%
Gender	Male	44
	Female	56
Education Level	Not answered	4
	College/ High school	29
	Bachelor degree or equivalent	45
	Post graduate degree	22
Age	21-35	62
	36-50	35
	51+	3
Working Style	Remote Employee	45
	Workplace Employee	55
Tenure	Not answered	1
	0-5 years	60
	6-10 years	31

More than 10 years 8

As depicted in the aforementioned table, the predominant portion of the participants in the survey consisted of female employees, comprising 56% of the total sample, while male employees accounted for 44%. Furthermore, a significant proportion of the respondents possessed higher education qualifications, specifically holding a bachelor's degree or an equivalent level of education. In terms of age distribution, the majority of the participants were relatively young, falling within the age range of 21 to 35 years. The findings reveal that among the surveyed employees, 55% were classified as workplace employees, while the remaining portion constituted remote employees. Additionally, the data suggests that the sample predominantly comprised employees with no more than five years of work experience in the surveyed banks. Employees with a tenure of six to ten years represented 31% of the sample, whereas the most seasoned employees, with more than eight years of experience, accounted for only 8% of the sample.

### Reliability and Factor Analysis

Table 2. KMO and Barlett Test of Organizational Culture

Kaiser-Meyer-Olkin (KMO)		,842
Bartlett Test	Approx. Chi-Square	3045,246
	df	134
	Sig.	,000

As a result of the KMO and Barlett test analysis, the KMO test result of organizational culture scale is 0.842 and Bartlett test result is statistically significant ( $p=0.00$ ;  $p<0.05$ ). According to these results, there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis.

Table 3. Factor Analysis of Organizational Culture

	Component			Cronbach Alpha ( $\alpha$ )
	1	2	3	
1. Risk taking	,801			
6. Results-oriented	,804			
7. Creative	,815			
11. Pressurised	,736			,822
13. Stimulating	,718			
18. Challenging	,782			
19. Enterprising	,725			
23. Driving	,792			
3. Hierarchical		,902		,913

4. Procedural	,804	
10. Structured	,823	
12. Ordered	,806	
14. Regulated	,909	
20. Established, solid	,808	
21. Cautious	,832	
24. Power-oriented	,829	
2. Collaborative		,708
5. Relationship-oriented		,796
8. Encouraging		,787
9. Sociable		,704
15. Personal freedom		,706
16. Equitable		,690
17. Safe		,758
22. Trusting		,789
<b>Total scale</b>		<b>,870</b>

As can be seen from the factor analysis table above, there are 3 sub-dimensions of the organizational culture scale. According to the Cronbach Alpha analysis results, the reliability coefficient of the total scale is 0.870 and the reliability coefficients of the sub-dimensions of the scale also vary between 0.801 and 0.913. These values mean that the total scale and the sub-dimensions have high reliability.

**Table 4. KMO and Barlett Test of Job Satisfaction**

Kaiser-Meyer-Olkin (KMO)		,870
Bartlett Test	Approx. Chi-Square	4629,025
	df	136
	Sig.	,000

As a result of the KMO and Barlett test analysis, the KMO test result of job satisfaction scale is 0.870 and Bartlett test result is statistically significant ( $p=0.00$ ;  $p<0.05$ ). According to these results, there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis.

**Table 5. Factor Analysis of Job Satisfaction**

	Component 1	Cronbach Alpha ( $\alpha$ )
I feel fairly satisfied with my present job	,940	
Most days I am enthusiastic about my work	,923	
Each day of work seems like it will never end	,937	,912
I find real enjoyment in my work	,896	
I consider my job rather unpleasant	,894	

As can be seen from the factor analysis table above, there are 1 sub-dimensions of the job satisfaction scale. According to the Cronbach Alpha analysis results, the reliability coefficient of the total scale is

0.912, this means that the job satisfaction scale has high reliability.

**Table 6. KMO and Barlett Test of Motivation**

Kaiser-Meyer-Olkin (KMO)		,845
Bartlett Test	Approx. Chi-Square	3429,356
	df	212
	Sig.	,000

As a result of the KMO and Barlett test analysis, the KMO test result of motivation scale is 0.845 and Bartlett test result is statistically significant ( $p=0.00$ ;  $p<0.05$ ). According to these results, there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis.

**Table 7. Factor Analysis of Motivation**

	Component 1	Cronbach Alpha ( $\alpha$ )
My superiors fully appreciate of the work I done	,840	
I find my job interesting	,833	
The work conditions in the bank is good	,830	
The wages are good	,896	
Management helps to solve my personal problems	,894	,870
Rules, regulations, procedures and policies of the bank are sensible to personal differences of employees	,832	
The bank provides opportunities to grow through learning new things	,722	
I have job security in this bank	,892	

As can be seen from the factor analysis table above, there are 1 sub-dimensions of the motivation scale. According to the Cronbach Alpha analysis results, the reliability coefficient of the total scale is 0.870, this means that the motivation scale has high reliability.

**Table 8. KMO and Barlett Test of Organizational Commitment**

Kaiser-Meyer-Olkin (KMO)		,802
Bartlett Test	Approx. Chi-Square	3355,206
	df	130
	Sig.	,000

As a result of the KMO and Barlett test analysis, the KMO test result of organizational commitment scale is 0.802 and Bartlett test result is statistically significant ( $p=0.00$ ;  $p<0.05$ ). According to these results, there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis.

**Table 9. Factor Analysis of Organizational Commitment**

	Component		Cronbach Alpha ( $\alpha$ )
	1	2	
I am quite proud to tell people who I work for	,789		,802
I feel like I'm part of this organization	,823		
I have no intention to leave this organization	,802		
I prefer to continue to work in this organization in the future	,792		

As can be seen from the factor analysis table above, there are 1 sub-dimensions of the organizational commitment scale. According to the Cronbach Alpha analysis results, the reliability coefficient of the total scale is 0.802, this means that the organizational commitment scale has high reliability.

**Table 10. KMO and Barlett Test of Job Performance**

Kaiser-Meyer-Olkin (KMO)		,856
Bartlett Test	Approx. Chi-Square	4635,324
	df	203
	Sig.	,000

As a result of the KMO and Barlett test analysis, the KMO test result of job performance scale is 0.856 and Bartlett test result is statistically significant ( $p=0.00$ ;  $p<0.05$ ). According to these results, there is a high level of correlation between the variables in the scale and the data set is suitable for factor analysis.

**Table 11. Factor Analysis of Job Performance**

	Component				Cronbach Alpha ( $\alpha$ )
	1	2	3	4	
I maintain high standards of work and perform all needed work					,938
I can be counted on to perform assigned jobs without being watched					
I believe I make good use of time and resources to get the job done	,951				,901
I usually select the most important job to do first	,909				
I believe I have the necessary know-how and do the job correctly			,890		,830
I exchange information with colleagues to facilitate individual and group performance				,789	,878

I actively seek interactions with other beyond requirements to solve problems and facilitate performance					,757
<b>Total scale</b>					<b>,890</b>

As can be seen from the factor analysis table above, there are 4 sub-dimensions of the job performance scale. According to the Cronbach Alpha analysis results, the reliability coefficient of the total scale is 0.890 and the reliability coefficients of the sub-dimensions of the scale also vary between 0.830 and 0.938. These values mean that the total scale and the sub-dimensions have high reliability.

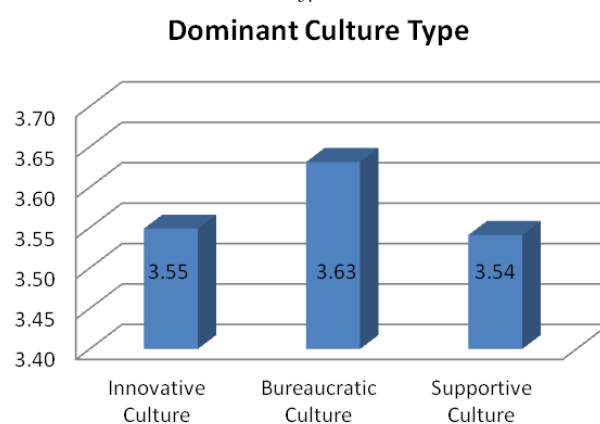
### Descriptive Statistics

This section entails the exposition of the outcomes derived from the analysis of organizational culture, job satisfaction, motivation, organizational commitment, and job performance using descriptive statistical measures such as mean, median, and standard deviation.

### Results of Organizational Culture

The objective of this section was to ascertain the prevailing organizational culture perceived by both remote and workplace employees within the sampled banks. The subsequent chart illustrates the mean scores of the three distinct organizational cultures, namely innovative, bureaucratic, and supportive, as outlined by Wallach (1983).

**Bar Chart 1. Dominant Culture Type**

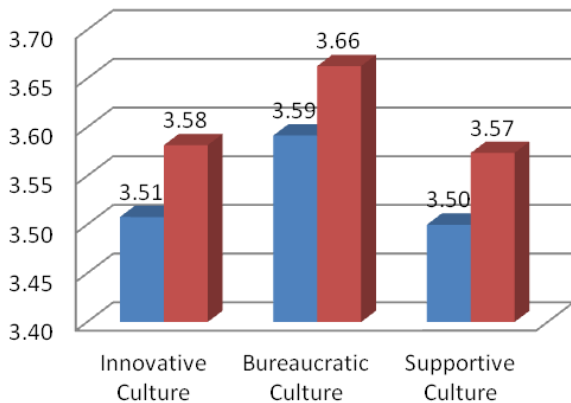


Based on the aforementioned chart, the average score for the innovative culture in the sampled

banks is 3.55, the bureaucratic culture has an average score of 3.63, and the supportive culture has an average score of 3.54. Notably, the highest average score was obtained for the bureaucratic culture, suggesting its prominence as the dominant organizational culture within the banks operating in Turkey.

Having established the dominant culture, it is crucial to compare the perceptions of remote and workplace employees regarding the various types of organizational culture prevalent in the selected institutions. The subsequent chart illustrates the comparative analysis of remote and workplace employees' perspectives concerning the dominant culture within these organizations.

*Bar Chart 2. Contrasting Remote and Workplace Employees' Perceptions*



Upon careful examination of the chart depicted above, it becomes apparent that workplace employees hold divergent perceptions compared to their remote counterparts. Notably, the scores provided by the workplace employees, represented by the red columns, surpass the average scores of the remote employees. This disparity indicates that, from the perspective of workplace employees, the organizational culture within the banks exhibits a greater degree of bureaucracy (mean workplace = 3.66) compared to remote employees (mean remote = 3.59). However, it is noteworthy that workplace employees also perceive the organizational culture as being innovative (mean workplace = 3.58) and supportive (mean workplace = 3.57) in nature, as opposed to remote employees who rated these dimensions slightly lower (mean remote = 3.51 for

innovation and mean remote = 3.50 for supportiveness).

### Results of Job Satisfaction

In this section, the findings pertaining to the various facets of job satisfaction are elucidated. Participating employees were presented with five statements and requested to rate their agreement with each statement, enabling an assessment of their respective levels of job satisfaction. The tabulated outcomes are presented below:

*Table 12. Job Satisfaction*

Statistics	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
I feel fairly satisfied with my present job	101	0	3.51	1.026	1	5
Most days I am enthusiastic about my work	101	0	3.50	1.016	1	5
Each day of work seems like it will never end	101	0	2.97	1.237	1	5
I find real enjoyment in my work	101	0	3.36	.934	1	5
I consider my job rather unpleasant	101	0	2.60	1.096	1	5

Upon observing the table provided above, it becomes evident that the facet denoting satisfaction with the present job received the highest mean score (M = 3.51, SD = 1.026) compared to the other four facets of job satisfaction.

The findings further suggest that, overall, the surveyed employees demonstrate a notable level of enthusiasm towards their current occupation (M = 3.50, SD = 1.016). Additionally, the outcomes

imply that the participating employees generally perceive their job as pleasant ( $M = 2.60$ ,  $SD = 1.096$ ). Conversely, the employees displayed a certain level of uncertainty regarding their enjoyment of work ( $M = 3.36$ ,  $SD = 0.934$ ); nevertheless, they concurred that their work leans towards being somewhat monotonous ( $M = 2.97$ ,  $SD = 1.237$ ).

## Results of Motivation

This section entails the presentation of findings pertaining to the various dimensions of employee motivation. The survey participants were provided with a set of eight statements and were requested to express their level of agreement or disagreement using a five-point Likert scale. The subsequent table presents a concise summary of the obtained results:

**Table 13.** Motivation

Statistics	N		Mean	Median	Std. Deviation	Minimum	Maximum
	Valid	Missing					
My superiors fully appreciate of the work I done	101	0	3.54	4.00	1.162	1	5
I find my job interesting	101	0	3.57	4.00	1.052	1	5
The work conditions in the bank is good	101	0	3.64	4.00	.976	1	5
The wages are good	101	0	3.25	3.00	1.135	1	5
Management helps to solve my personal problems	101	0	3.02	3.00	1.200	0	5
Rules, regulations, procedures and policies of the bank are sensible to personal differences of employees	101	0	3.24	3.00	1.050	1	5
The bank provides opportunities to grow through learning new things	101	0	3.41	4.00	1.051	1	5
I have job security in this bank	101	0	3.48	4.00	1.054	1	5

In light of the tabulated outcomes presented above, it is evident that the most influential motivating

factor for the participating employees is the prevailing working conditions within the banking institution (mean = 3.64, standard deviation = 0.976). Following closely behind is the perceived level of job interestingness (mean = 3.57, standard deviation = 1.052), which holds substantial significance as a motivating force. Additionally, the employees expressed that recognition and appreciation from their supervisors for their work performance (mean = 3.54, standard deviation = 1.162) significantly contributes to their motivation levels.

It is noteworthy to mention that the responses obtained from the surveyed employees exhibit a positively skewed distribution. However, when considering the standard deviation statistics, the dispersion of the responses can be deemed acceptable. Conversely, the facets of job security (mean = 3.48, standard deviation = 1.054) and learning opportunities (mean = 3.41, standard deviation = 1.051) displayed a negatively skewed distribution, indicating a higher concentration of responses towards lower score points, as evidenced by their higher median statistics (median = 4 for both facets).

Furthermore, it is important to highlight that the dimensions of wages (mean = 3.02, standard deviation = 1.135), sensibleness to personal differences (mean = 3.24, standard deviation = 1.050), and management's efforts in resolving personal problems (mean = 3.02, standard deviation = 1.200) yielded relatively lower mean scores from the respondents. This suggests that these aspects have comparatively lower influence on employee motivation within the sampled context.

## Results of Organizational Commitment

This section unveils the outcomes pertaining to the facets of organizational commitment. The participating employees were presented with four statements, and they were requested to assess and rate these statements on a five-point Likert scale. The aim was to gauge the degree of commitment exhibited by the employees towards the banks they are employed in. The tabulated results are provided below:

**Table 14.** Organizational Commitment

Statistics	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
I am quite proud to tell people who I work for	101	0	3.83	0.970	1	5
I feel like I'm part of this organization	101	0	3.69	0.977	1	5
I have no intention to leave this organization	101	0	3.52	1.064	1	5
I prefer to continue to work in this organization in the future	101	0	3.57	1.043	1	5

The data presented in the table illustrates the level of organizational commitment exhibited by the participating employees in relation to the banks they are employed by. The findings indicate that the surveyed employees displayed a moderate degree of commitment.

According to the results, the employees expressed a sense of pride in identifying themselves with their respective banks, as evidenced by a mean score of 3.83 (SD=0.970). Furthermore, the employees reported a strong sense of affiliation and inclusion within their organizations, as reflected by a mean score of 3.69 (SD=0.977). Moreover, the employees demonstrated a propensity to maintain their employment with their current banks, as indicated by a mean score of 3.57 (SD=1.043). Additionally, the findings revealed that the employees exhibited a notable lack of intention to pursue alternative job opportunities, as reflected by a mean score of 3.52 (SD=1.064).

These results suggest that the participating employees displayed a moderate level of commitment to the banks they work for. They expressed pride in their organizational affiliation,

indicating a strong identification with their respective banks. The employees' inclination to continue their tenure further signifies their dedication and attachment to their current organizations. Moreover, the findings indicate that the employees exhibited a low likelihood of job turnover, denoting a stable and committed workforce within the organizational context.

### Results of Job Performance

This section pertains to the assessment of job performance among the employees included in the survey. To evaluate job performance, the present study employed the four-dimension job performance measures proposed by Shore and Martin (1989), which encompass the dimensions of dependability, planning, know-how and judgement, and co-operation. These dimensions were assessed based on seven statements provided to the participants. The average scores for each dimension of job performance are presented below:

- ⇒ Dependability: The average score for dependability, reflecting the employees' reliability and consistency in fulfilling their job responsibilities, was 3,92.
- ⇒ Planning: The average score for planning, which signifies the employees' ability to effectively strategize and organize their work tasks, was 3,99.
- ⇒ Know-how and judgement: The average score for know-how and judgement, indicating the employees' level of expertise and sound decision-making abilities in their work domain, was 4,04.
- ⇒ Co-operation: The average score for co-operation, reflecting the employees' willingness and ability to collaborate and work effectively with others, was 3,99.

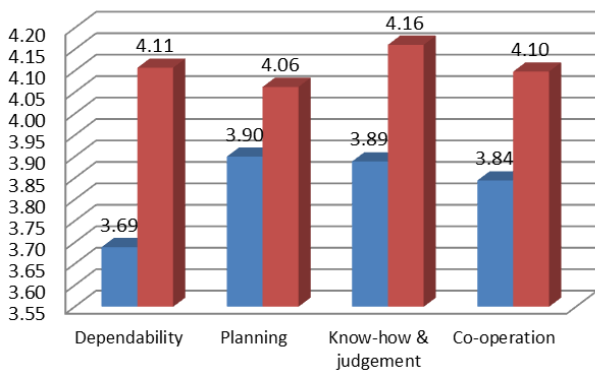
These average scores provide insights into the job performance levels across the identified dimensions. By utilizing the four-dimension job performance measures, this study aims to comprehensively assess the employees' performance in terms of dependability, planning, know-how and judgement, and co-operation.

*Bar Chart 3. Job Performance*



Based on the presented bar chart, it can be observed that the job performance indicator with the highest level of agreement among the surveyed employees was know-how and judgement, as indicated by the median score of 4.04. Following this, the facets of planning and co-operation received identical scores (m=3.99). The dimension of dependability was also moderately agreed upon by the participants, with a mean score of 3.92. These findings suggest that performing the job correctly was perceived as the most important aspect of job performance by the surveyed employees. Interestingly, effective resource utilization, information exchange with co-workers, and maintaining high work standards were relatively deemed as less important, in that order. To ascertain whether there are any discernible differences in the job performance between remote and workplace employees, their responses pertaining to the different facets of job performance were compared and presented below.

Bar Chart 4. Contrasting Remote and Workplace Employees Job Performance



The presented bar chart comparing the average scores reveals noteworthy findings regarding the job performance of remote and workplace employees. The results indicate that for workplace employees, the facet of know-how and judgement

holds the highest importance in job performance, as reflected by a mean score of 4.16. In contrast, for remote employees, the planning dimension emerges as the most significant aspect of job performance, with a mean score of 3.90. Additionally, while dependability ranks as the second most important factor for workplace employees (m=4.11), it assumes the least importance for remote employees (m=3.69).

However, the results suggest that exchanging information is valued as the third most important factor, with an average score of 4.10 for workplace employees and 3.84 for remote employees. These findings imply that working style may serve as a significant predictor of job performance.

### Analysis of Differences between Remote and Workplace Employees

This section aims to examine the distinctions between remote and workplace employees by employing t-test analyses. These analyses evaluate the mean differences and their statistical significance based on the average scores derived from the earlier conducted descriptive analyses. The ensuing results from these analyses are presented in the following table:

Table 15. Comparison of Mean Difference for Remote and Workplace Sample with t-test

	Mean Difference	Std. Error Difference	t value	df	Sig. (2-tailed)
Innovative Culture	-.092	.149	-.615	92.723	.540
Bureaucratic Culture	-.141	.162	-.873	91.652	.385
Supportive Culture	-.078	.149	-.524	98.446	.602
Job Satisfaction	-.010	.145	-.068	98.623	.946
Motivation	-.042	.173	-.245	91.013	.807
Organizational Commitment	-.253	.178	-1.416	99	.160
Job Performance Effect of Working Style on Job Performance	-.223	.177	-1.260	95.690	.211
	2.531	.088	28.826	99	.000

The presented table provides the relevant statistics obtained from the conducted t-test analyses, which aimed to compare and differentiate remote and workplace employees in terms of organizational culture, job satisfaction, motivation, organizational commitment, job performance, and the impact of working style on job performance. As observed in the table, there was only one statistically significant distinction found between remote and workplace employees, specifically regarding the influence of working style on job performance ( $t=28.826, p=0.000<0.05$ ). The results indicated a significant and positive effect of working style on job performance, with remote employees exhibiting a notably higher mean difference (2.531) in comparison to workplace employees. This suggests that the working style positively impacts the job performance of remote employees to a greater extent than that of workplace employees. However, aside from this particular finding, the t-test analyses did not yield any statistically significant differences between remote and workplace employees in relation to organizational culture factors, job satisfaction, motivation, organizational commitment, and job performance.

**Analyses of Predictors of and Moderating Effect of Work Status on Job Performance**

This section aims to examine the predictive capacity of organizational culture, motivation, job satisfaction, and organizational commitment in determining job performance. Additionally, it explores the moderating effect of working style on the relationship between these variables. Regression analyses were conducted to investigate these relationships, and the results are displayed in the following table:

*Table 16. Regression Analysis 1 – Total Employees*

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.298	.745

a. Predictors: (Constant), Organizational Commitment, Working Style, Innovative Culture, Job Satisfaction, Motivation, Supportive Culture, Bureaucratic Culture

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.437	7	3.920	7.071	.000 <sup>a</sup>
	Residual	51.553	93	.554		
	Total	78.990	100			

a. Predictors: (Constant), Organizational Commitment, Working Style, Innovative Culture, Job Satisfaction, Motivation, Supportive Culture, Bureaucratic Culture

b. Dependent Variable: Job Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.508	.492		3.067	.003
	Working Style	.098	.151	.055	.647	.519
	Innovative Culture	.097	.168	.080	.574	.567
	<b>Bureaucratic Culture</b>	<b>.278</b>	<b>.152</b>	<b>.251</b>	<b>1.834</b>	<b>.070</b>
	<b>Supportive Culture</b>	<b>-.373</b>	<b>.158</b>	<b>-.317</b>	<b>-2.358</b>	<b>.020</b>
	Job Satisfaction	.151	.121	.125	1.249	.215
	Motivation	.081	.118	.078	.690	.492
	<b>Organizational Commitment</b>	<b>.399</b>	<b>.109</b>	<b>.402</b>	<b>3.652</b>	<b>.000</b>

a. Dependent Variable: Job Performance

The provided tables present the results of a regression model in which job performance serves as the dependent variable and is regressed against seven predictors: organizational commitment, working style, innovative culture, job satisfaction, motivation, supportive culture, and bureaucratic culture. The R-squared statistic, displayed in the model summary table, indicates that these seven predictors collectively account for only 34.7% of the variance in job performance. Despite the limited predictive power of these factors, the model demonstrates statistical significance, as evidenced by the significance F statistic (Significance F = 0.00 < 0.05) reported in the ANOVA table.

The coefficients table provides information on the individual effects of the predictors on job performance and the significance of their associations. Based on the obtained results, three



out of the seven factors emerge as significant determinants of job performance. Bureaucratic culture is found to have a positive and statistically significant impact on job performance at a 90% confidence level ( $r = 0.278$ ,  $t = 1.834$ ,  $p = 0.070 < 0.10$ ). Likewise, organizational commitment is identified as the second predictor, exhibiting a positive and statistically significant influence on job performance at a 95% confidence level ( $r = 0.399$ ,  $t = 3.652$ ,  $p = 0.00 < 0.05$ ). Interestingly, a reverse and statistically significant relationship is observed between supportive culture and job performance ( $r = -0.373$ ,  $t = -2.358$ ,  $p = 0.020 < 0.05$ ).

These findings suggest that an increase in the dimensions of bureaucratic culture and employees' organizational commitment leads to higher job performance. However, an increase in the elements of supportive culture is associated with a reduction in employee performance.

To investigate whether employees' work status moderates the relationship between job performance and the predicting factors, two additional regression analyses were conducted separately for remote and workplace samples. The results of these analyses are displayed below:

**Table 17. Regression Analysis 2– Remote Employees**

Model Summary					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	
1	.634 <sup>a</sup>	.401	.307	.723	

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.325	6	2.221	4.246	.002 <sup>a</sup>
	Residual	19.875	38	.523		
	Total	33.200	44			

a. Predictors: (Constant), Organizational Commitment, Innovative Culture, Job Satisfaction, Motivation, Supportive Culture, Bureaucratic Culture

b. Dependent Variable: Job Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.070	.661		3.132	.003
	Innovative Culture	.098	.234	.085	.419	.678
	Bureaucratic Culture	.336	.229	.321	1.465	.151
	<b>Supportive Culture</b>	<b>-.468</b>	<b>.263</b>	<b>-.374</b>	<b>-1.782</b>	<b>.083</b>
	Job Satisfaction	.115	.205	.089	.562	.578
	Motivation	-.024	.172	-.025	-.139	.890
	<b>Organizational Commitment</b>	<b>.437</b>	<b>.136</b>	<b>.540</b>	<b>3.204</b>	<b>.003</b>

a. Dependent Variable: Job Performance

The R-squared statistics in the model summary table indicate that the seven predictors account for 40.1% of the variance in job performance among remote employees. Similar to regression model 1, the overall model in this analysis demonstrates statistical significance, as indicated by the Significance F statistics in the ANOVA table (Significance F = 0.002 < 0.05). The coefficients table reveals that two factors predict changes in job performance for remote employees, namely supportive culture and organizational commitment.

The findings indicate a reverse and statistically significant relationship between supportive organizational culture and job performance among remote employees at a 90% confidence level ( $r = -0.468$ ,  $t = -1.782$ ,  $p = 0.083 < 0.10$ ). Conversely, the relationship between organizational commitment and job performance among remote employees is positive and statistically significant at a 95% confidence level ( $r = 0.437$ ,  $t = 3.204$ ,  $p = 0.003 < 0.05$ ). These results suggest that an increase in organizational commitment among remote employees enhances their job performance, while an increase in elements of supportive organizational culture significantly impairs the performance of remote employees. The results for workplace employees will be presented in the following section.

**Table 18. Regression Analysis 3 – Workplace Employees**

Model Summary					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	
1	.553 <sup>a</sup>	.306	.221	.795	

a. Predictors: (Constant), Organizational Commitment, Supportive Culture, Job Satisfaction, Motivation, Innovative Culture, Bureaucratic Culture

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.619	6	2.270	3.596	.005 <sup>a</sup>
	Residual	30.934	49	.631		
	Total	44.554	55			

a. Predictors: (Constant), Organizational Commitment, Supportive Culture, Job Satisfaction, Motivation, Innovative Culture, Bureaucratic Culture

b. Dependent Variable: Job Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	1.363	.686		1.986	.053
	Innovative Culture	.061	.265	.050	.231	.818
	Bureaucratic Culture	.318	.261	.276	1.220	.228
	Supportive Culture	-.383	.237	-.342	-1.618	.112
	Job Satisfaction	.164	.172	.143	.957	.343
	Motivation	.171	.203	.158	.844	.403
	<b>Organizational Commitment</b>	<b>.396</b>	<b>.195</b>	<b>.315</b>	<b>2.036</b>	<b>.047</b>

a. Dependent Variable: Job Performance

The R-squared statistics in the model summary table reveal that the seven predictors account for 30.6% of the variance in job performance among workplace employees. Similar to regression models 1 and 2, the overall model in this analysis demonstrates statistical significance, as indicated by the Significance F statistics in the ANOVA table (Significance F = 0.005 < 0.05). The coefficients table indicates that only one factor predicts changes in job performance for workplace employees, namely organizational commitment. The findings indicate a positive and statistically significant relationship

between organizational commitment and job performance among workplace employees at a 95% confidence level ( $r = 0.396$ ,  $t = 2.036$ ,  $p = 0.047 < 0.05$ ). These findings imply that an increase in organizational commitment among workplace employees enhances their job performance.

### ANCOVA Analysis

According to the analysis, variances were homogeneously distributed. It means that data set is suitable for ANCOVA analysis.

**Table 19. ANCOVA Analysis**

Source	Mean square	F	Sig.
Innovative Culture	38,357	21,952	,284
Bureaucratic Culture	57,833	11,939	,010
Supportive Culture	21,384	12,495	,000
Job satisfaction	21,658	12,073	,483
Motivation	34,284	10,394	,203
Organizational commitment	46,829	11,384	,256

\* Dependent Variable: Job Performance When job satisfaction, motivation and organizational commitment are taken under control, there is a significant difference in job performance in terms of Bureaucratic Culture ( $p=0.010$ ;  $p<0.05$ ) and Supportive Culture ( $p=0.000$ ;  $p<0.05$ ).

**Table 20. ANCOVA Analysis**

Source	Mean square	F	Sig.
Job satisfaction	49,849	53,283	,290
Innovative Culture	35,357	43,393	,446
Bureaucratic Culture	57,833	16,284	,310
Supportive Culture	21,567	12,495	,345
Motivation	433,235	12,344	,356
Organizational commitment	40,543	12,374	,441

\* Dependent Variable: Job Performance When organizational culture, motivation and organizational commitment are taken under control, there is no relationship between job performance and job satisfaction.

**Table 21. ANCOVA Analysis**

Source	Mean square	F	Sig.
Motivation	45,278	30,387	,392
Innovative Culture	45,357	21,952	,548
Bureaucratic Culture	37,446	11,939	,464
Supportive Culture	543,384	12,495	,456
Job satisfaction	553,658	12,073	,442
Organizational commitment	25,449	11,384	,743

\* Dependent Variable: Job Performance When organizational culture, job satisfaction and organizational commitment are taken under control, there is no relationship between motivation and job performance.

**Table 22. ANCOVA Analysis**

Source	Mean square	F	Sig.
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Organizational commitment	114,384	34,744	,000
Innovative Culture	134,373	24,952	,345
Bureaucratic Culture	11,294	22,939	,345
Supportive Culture	32,484	336,567	,546
Job satisfaction	24,587	12,464	,462
Motivation	34,284	10,394	,557

\* Dependent Variable: Job Performance When organizational culture, job satisfaction and motivation are taken under control, there is a significant difference in job performance in terms of organizational commitment (p=0.00; p<0.05).

### Hypothesis Testing

Table 23: Hypothesis Testing

H1	Motivation has a positive effect on job performance.	Rejected	No Effect
H2	Bureaucratic subculture has a negative effect on job performance.	Rejected	Positive Effect
H3	Innovative subculture has a positive effect on job performance.	Rejected	No Effect
H4	Supportive subculture has a positive effect on job performance.	Rejected	Negative Effect
H5	Organizational commitment has a positive effect on job performance.	Accepted	Positive Effect
H6	Job satisfaction has a positive effect on the job performance.	Rejected	No Effect

### Discussion

In this study, it is evident that workplace employees perceive organizational culture within the banks as more bureaucratic compared to their remote counterparts. However, it is noteworthy that workplace employees also hold perceptions of the organizational culture as innovative and supportive, in contrast to remote employees. These findings underscore the divergence in the interpretations of organizational culture between workplace and remote employees. The literature posits that direct change in organizational culture is challenging, yet the study's results suggest that processes and behaviors, as advocated by Nalbantoğlu (2021), can effect cultural shifts. As Desson and Clouthier (2010) argue, as employees become informed, trained, and equipped to embrace new approaches, the culture naturally evolves. In this context, remote work, characterized by novel working methods, aligns with the principles articulated in the literature. Furthermore, the study revealed a statistically significant distinction between remote and

workplace employees, particularly concerning the influence of working style on job performance. The results demonstrate a significant and positive impact of working style on job performance, with remote employees exhibiting a notably greater mean difference compared to workplace employees. This finding corroborates existing literature, such as Baudot et al. (2020), which demonstrates the positive impact of remote work on productivity. These studies also concur that remote workers are more willing to invest additional time in their tasks while economizing on commuting time, findings consistent with Prasetyaningtyas et al. (2021).

However, aside from these findings, the t-test analyses did not yield statistically significant differences between remote and workplace employees regarding effect of job satisfaction and motivation on job performance. This contrasts with the findings in the literature. Some studies, such as Manocherhri and Pinkerton (2003), have observed a positive correlation between remote work and job satisfaction, while others, like Bailey and Kurland (2002), have noted a negative relation between remote work and job satisfaction. Likewise, O'Neill et al. (2009) found a positive association between motivation and remote working.

This study also unveiled a reverse and statistically significant relationship between supportive organizational culture and job performance among remote employees. This discovery is intriguing, as supportive organizational culture is typically expected to positively influence job performance (Odom et al., 1990). Conversely, a positive and statistically significant relationship was found between organizational commitment and job performance among all employees. Among workplace employees, only one factor, namely organizational commitment, predicted changes in job performance, indicating a positive and statistically significant relationship between organizational commitment and job performance. These results suggest that an increase in organizational commitment among remote employees enhances their job performance, while an increase in elements of a supportive organizational culture significantly impairs the performance of remote

employees. This finding aligns with established literature, where Price and Mueller (1981) and Vandenberg and Lance (1992) posit that organizational commitment contributes to job satisfaction, a proposition substantiated by the findings in this study. Numerous studies, for instance, have reported a positive relationship between remote work and organizational commitment (Chow and Keng-Howe, 2006; Gajendran and Harrison, 2007) as well.

## Conclusion

In the ever-evolving landscape of work, organizations are continually faced with the challenge of understanding and optimizing the relationship between employee performance and various organizational factors. One such critical factor is the organizational culture, which encompasses the shared values, beliefs, and practices that shape employees' behaviors and attitudes within an organization. The emergence of remote work, particularly accentuated by the global COVID-19 pandemic, has added a new dimension to this discourse. As organizations grapple with the implications of remote work on employee motivation, job satisfaction, and ultimately job performance, it becomes imperative to delve deeper into the intricate interplay between organizational culture and the performance outcomes of remote and workplace workers.

The present study aims to contribute to this growing body of knowledge by investigating the relationship between organizational culture, motivation, job satisfaction, and job performance in the context of remote and workplace workers. Drawing upon insights obtained from a comprehensive employee survey conducted within Turkish banks, the study provides valuable insights into the work environment and sheds light on the hierarchical and compartmentalized structures prevalent in these institutions. Additionally, the study uncovers the power dynamics between management and employees, which underscores the inclination for employees to adhere to orders rather than exercising initiative and leveraging their creative capacities.

The findings reveal that the surveyed employees draw their motivation primarily from

non-monetary factors, such as favorable working conditions, job interestingness, and recognition of their work performance by supervisors. Job performance, as indicated by the study, assumes heightened significance for workplace employees, who prioritize task accuracy, adherence to elevated work standards, effective communication, teamwork, and resource management. In contrast, remote workers assign relatively less importance to job performance facets, with a stronger emphasis on effective planning and task execution. These nuanced findings emphasize the need to understand the distinct motivational factors and performance expectations that shape the experiences of remote and workplace employees. The findings derived from the employee survey offer valuable insights into the work environment within Turkish banks, shedding light on the hierarchical and compartmentalized structure prevalent in these institutions. The power-driven relationship between management and employees underscores the inclination for employees to adhere to orders rather than exercising initiative and leveraging their creative capacities. Moreover, the study reveals that workplace employees perceive the bureaucratic nature of banks more prominently than their remote counterparts, which calls for attention to the organizational structure and its impact on employee behavior and performance. Furthermore, the survey findings indicate that the surveyed employees draw their motivation primarily from non-monetary factors, including favorable working conditions, job interestingness, and recognition of their work performance by supervisors. Concerning job performance, workplace employees place a high emphasis on task accuracy and upholding elevated work standards. They demonstrate a strong commitment to fulfilling all required tasks, prioritize effective communication and teamwork, and exhibit attentiveness towards time and resource management. Higher scores in these dimensions reflect the capability of workplace employees to navigate diverse situations, exhibit self-initiative, require less supervision during task execution, and actively seek collaborative opportunities with colleagues to facilitate task completion.

In contrast, remote workers assign relatively less importance to job performance facets compared to their workplace counterparts, with a notable emphasis on effective planning as the most critical aspect of job performance, followed by the proper execution of tasks. The results of t-test analyses indicate a positive effect of working style on job performance, highlighting the influence of remote work arrangements on employees' performance outcomes. Regression analyses further reveal that the bureaucratic culture within banks and employees' organizational commitment positively influence changes in job performance, whereas a supportive culture exhibits an adverse impact on job performance. Moreover, the moderating effect of working style suggests that the relationship between organizational commitment and performance is stronger for remote employees compared to their workplace counterparts. These findings provide valuable insights for organizational leaders and managers seeking to optimize employee performance and adapt to the changing dynamics of remote work. In light of these significant findings, several avenues for future research emerge. Firstly, conducting comparative analyses across different industries or sectors would provide valuable insights into industry-specific determinants that shape employee performance and shed light on potential variations in organizational cultures. Secondly, employing longitudinal research designs would enable capturing the dynamic nature of employee perceptions and performance over time, offering a comprehensive understanding of the long-term effects of remote work. Lastly, integrating qualitative research methods, such as interviews or focus groups, alongside quantitative data, would enrich our understanding of the subjective experiences and underlying mechanisms that influence employee perceptions and behaviors within the context of organizational culture, motivation, job satisfaction, and job performance.

### Limitations

While this study provides valuable insights into the relationship between organizational culture, motivation, job satisfaction, and job performance

in the context of remote and workplace workers within Turkish banks, it is essential to acknowledge its limitations. Firstly, the findings are based on data obtained from a specific industry and geographical region, which may limit the generalizability of the results to different industries or cultural contexts. Future research should aim to replicate these findings in diverse settings to enhance the external validity of the study.

Secondly, the data collected in this study relied primarily on self-report measures. While self-reports are a common method in survey research, they are subject to potential response biases, and they may not capture the full complexity of organizational culture, motivation, and job performance. Combining self-reports with objective performance metrics and qualitative data could provide a more comprehensive understanding of these relationships. Additionally, our study used a cross-sectional design, which is limited in its ability to establish causal relationships. Future research could employ longitudinal or experimental designs to explore the dynamic nature of these constructs and provide more robust evidence of causal links. Finally, the sample size, although adequate for the present analysis, could be expanded to increase statistical power and further enhance the study's generalizability. A larger sample would allow for more detailed subgroup analyses and a deeper exploration of potential moderators.

These limitations should be taken into consideration when interpreting the results, and they offer promising directions for future research to delve deeper into the complexities of organizational culture and employee performance.

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