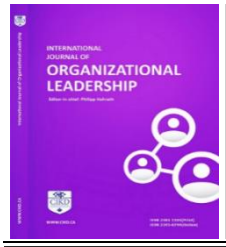

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Does Self-Efficacy Matter for the Affective Organizational Commitment of Remote Working Employees in Turkey? A Moderated Mediation Case

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ABSTRACT

In response to the COVID-19 outbreak, organizations initially adopted remote work practices out of necessity; however, many have since recognized and embraced it as a practical and preferred operational model. With the growing adoption of remote work practices where employees are physically distanced from their organizations and colleagues, the organizational commitment of remote workers becomes increasingly significant for organizations. Recent studies have focused on identifying factors that enhance organizational commitment in remote working environments. This study contributes to the existing literature by identifying the specific role of self-efficacy in shaping affective organizational commitment while also analyzing the mediating effect of servant leadership and the moderating influence of Herzberg's intrinsic motivation within this relationship. An online survey was conducted to collect data from remote employees across various industries in Turkey. The model was analyzed using SPSS 26.0 and Amos 23.0, and Hayes PROCESS Macro was applied to test the hypotheses. A total of 487 remote employees from Turkey participated in the study, evaluating their superior's leadership, work-related self-efficacy, and affective organizational commitment. The findings disclose a positive relationship between self-efficacy and servant leadership and a positive and significant relationship between servant leadership and affective organizational commitment. Moreover, servant leadership partially mediates the association between self-efficacy and affective organizational commitment, and intrinsic motivation significantly moderates the relationship between self-efficacy and servant leadership.

The COVID-19 pandemic catalyzed a transformative shift in global workplace conditions and reshaped traditional work practices. This transition, driven by the rise of remote work, has

amplified the importance of specific factors in sustaining and enhancing organizational commitment. As organizations increasingly shift toward remote and hybrid work models, it is crucial to understand how employees maintain their commitment and engagement in the absence of traditional physical office environments. The unavailability of face-to-face interactions and diminished opportunities for social connections inherent in traditional office settings can lead to detachment among remote employees from their colleagues. This disconnection has been found to harm employees' satisfaction and organizational commitment (Bao et al., 2022; Harpaz, 2002; Kirkman et al., 2004). Companies need to develop strategies aimed at sustaining employee motivation, performance, and organizational commitment to effectively address the challenges associated with remote work. Meanwhile, organizations that adapt to remote work seamlessly are better equipped to recruit and engage top professionals, leading to improved overall performance (Mark et al., 2022; Ng et al., 2022). High levels of self-efficacy are often observed among top talent in the workplace, signifying their confidence in their ability to execute tasks and achieve organizational objectives successfully (Abdel-Azeem et al., 2023; Hidayat et al., 2022). Employees with higher self-efficacy are better able to adapt, perform well, and remain committed to their organizations, even when faced with the challenges of remote work. Several research findings indicate a positive relationship between self-efficacy and organizational commitment (Aryati & Armanu, 2023; Buangga et al., 2018; Chegini et al., 2019; Demir, 2020; Hameli & Ordun, 2022; Lin & Wang, 2018; Liu, 2019; Na-Nan et al., 2021; Zeb & Nawaz, 2016). The term of organizational commitment describes an employee's emotional connection, sense of belonging and engagement with their company. It reflects how much an employee values and is willing to contribute to the workplace and mostly influences employees' behavior, performance, and decision to stay in the organization (Haq et al., 2022).

To ensure the commitment of talented resources, effective supervision can be regarded as another important factor. Traditional leadership approaches may not be effective in managing remote teams. The absence of direct supervision in remote work environments underscores the critical role of effective leadership. Effective leadership, characterized by clear communication, trust-building, and supportive behaviors, helps employees feel capable of achieving their goals, even in the absence of direct supervision. By providing guidance, feedback, and motivation, leaders can enhance employees' self-efficacy, enabling them to perform successfully in remote work settings. Leadership improves employee performance through increased self-efficacy and organizational identification (Ozturk et al., 2021). On the other hand, greater communication between managers and remote employees considerably increases organizational commitment, while higher levels of trust among remote workers reduce stress in the workplace and boost job satisfaction (Staples et al., 1998). The influence of their management profoundly shapes employees' stress, attitudes, well-being, and behaviors toward their organization (Kutcher et al., 2010; Panaccio et al., 2014). Leadership style significantly impacts organizational commitment, shaping employees' attachment to and engagement with their organization (Amtu et al., 2021; Hulpia et al., 2012; Puliwarna et al., 2023). Exploring the mediating role of leadership in organizational commitment can provide valuable guidance for HR practitioners and management strategies.

Motivation is, on the other hand, both influenced by and a driver of self-efficacy. Employees with strong self-efficacy are more intrinsically motivated, as they have confidence in their

ability to impact results, achieve success, and remain committed to the organization. The role of motivation should be recognized as another key contributing factor. Additionally, the role of self-efficacy levels on organizational commitment has been the subject of numerous studies. In remote settings, employees lack external motivators such as in-person supervision and office culture. Intrinsic motivation becomes crucial in sustaining engagement and productivity. Understanding how intrinsic motivation moderates leadership and self-efficacy relationships helps companies design better work environments for remote employees.

In this study, the problem is framed within the remote work context, where physical distance, lack of direct supervision, and changes in work dynamics impact employees' self-efficacy and organizational commitment. Although extensive research has explored organizational commitment in traditional workplaces, studies investigating its determinants in remote work environments are still scarce.

This research integrates self-efficacy, servant leadership, and intrinsic motivation to explain commitment in remote work settings. This contextualization highlights the study's practical and theoretical contributions, particularly in helping organizations develop leadership strategies tailored for remote work, and provides insights into employee commitment, motivation and productivity in virtual settings. It offers practical applications for HR departments, leadership development and policy-making in remote workforces. Although meta-analysis (Meyer et al., 2002) shows that current literature has examined how self-efficacy, intrinsic motivation, and leadership influence employees' organizational commitment, no previous study has thoroughly investigated the mechanisms underlying organizational commitment by combining these variables into a single framework in the remote work context. The study introduces a moderated mediation model, examining how servant leadership mediates the relationship between self-efficacy and affective organizational commitment while intrinsic motivation moderates this mediation effect—a framework that has not been explored.

Literature Review

Organizational Commitment

Organizational commitment is defined as an employee's psychological assessment of their sense of attachment and loyalty toward their organization (Balushi et al., 2022). Allen and Meyer (1990) expanded this definition by proposing the widely recognized three-component organizational commitment model. The components are as follows: a)Affective, b) Continuance, and c) Normative. The affective commitment refers to employees' emotional engagement to, connection with and participation in the organization; the continuance commitment stems from financial losses employees associate with leaving the organization; and the normative commitment refers to employee's strong dedication to staying with the organization (Allen & Meyer, 1990).

In the study of organizational commitment among remote employees, affective commitment emerges as the most pertinent dimension among the three aspects of commitment. This relevance is attributed to the unique challenges posed by physical distance, particularly in fostering emotional connection, self-motivation, and engagement in remote work environments (Dias & Silva, 2016; Jacobs, 2008; Simon et al., 2023). Thus, in this study, affective organizational commitment has been examined as a measure of organizational commitment.

Self-efficacy

The Theory of Self-Efficacy has been examined in many studies on remote work, wherein the autonomy of remote workers is deemed necessary to successfully manage difficult tasks via their capabilities in lack of any direct supervision or assistance, making it highly relevant and applicable in the context of remote work research (Lange & Kayser, 2022; Lathabhavan et al., 2024; Staples et al., 1998; Tramontano et al., 2021). As per Self-Efficacy Theory, individuals rely on four primary sources of information when evaluating their abilities. The most influential source is performance successes, which refers to personal assessments derived from mastery experiences or prior achievements in the specific activity being evaluated (Bandura, 1977). The second source, vicarious experience, involves observing others completing tasks. This process, also known as modeling, enables observers to believe they can learn from these examples and apply the knowledge to enhance their performance (Bandura, 1977). The third source is social persuasion, which involves verbal or nonverbal actions to convince individuals of their ability to perform a task. Coaching and constructive performance feedback are common methods of social persuasion (Bandura, 1977). In remote working environments, mastery experiences, a key component of Self-Efficacy Theory, are particularly relevant as they stem from individuals' prior successful task accomplishments. They play a crucial role in fostering confidence, especially when direct supervision and in-person collaboration are limited. Therefore, it is assumed that in a remote working environment, an employee's self-efficacy level positively influences their affective organizational commitment, as higher self-efficacy enhances confidence, motivation, and a sense of belonging, leading to stronger emotional attachment to the organization.

Kozako et al. (2024) surveyed 369 academic staff members in Malaysia, and their results supports that remote employees' self-efficacy has a significant and positive impact on employee job performance. Similarly, Staples et al. (1998) examined the relationship between self-efficacy and job productivity among remote employees. Their study, which involved 376 remote workers, found that self-efficacy significantly influences employees' job satisfaction and perceived productivity in a remote work context. In addition, in their study involving 436 participants in the Republic of Lithuania, Stankeviciene et al. (2024) found that self-efficacy significantly affects organizational commitment, mediated partly by the conditions of remote work. Specifically, self-efficacy demonstrated the strongest positive relationship with affective (emotional) commitment, a weaker association with continuance commitment (related to the perceived costs of changing jobs), and the weakest relationship with normative commitment, which pertains to employees' perceived obligation to remain with the organization. Therefore, the following hypothesis is constructed in this study:

Hypothesis 1. Self-efficacy has a significant and positive relationship with the affective organizational commitment of remote employees.

Servant Leadership

Servant leadership, first coined by Greenleaf in 1977, emphasizes prioritizing employees' needs, fostering their growth, and cultivating a culture of trust, empathy, and collaboration (Ding et al., 2012). This type of leadership enhances employee performance by fostering motivation, strengthening organizational commitment, and promoting organizational citizenship behavior (Sudiarti & Saepudin, 2024). Recent studies highlight the relevance of this type of leadership in remote work environments where limited physical interaction presents

challenges such as isolation and disengagement; servant leadership addresses these issues by fostering open communication, building trust, and empowering employees to thrive independently (Coun et al., 2023; Gigol, 2024; Jin & Ikeda, 2024; Fernandez & Shaw, 2020; Piorun et al., 2021).

Ren and Shen (2024) conducted quantitative research using a survey of 311 participants in China and found that servant leadership significantly and positively impacts self-efficacy. Additionally, self-efficacy was found to mediate the relationship between servant leadership and team performance. Similarly, Zamanian et al. (2024) found servant leadership positively and significantly impacts self-efficacy as a result of a survey with 307 employees in the Civil Aviation Organization. Based on these findings, the following hypothesis is constructed in this study:

Hypothesis 2. There is a positive and significant relationship between the self-efficacy levels of remote employees and their supervision through servant leadership.

Coun et al. (2023) surveyed 273 remote employees in Belgium and the Netherlands to investigate the role of servant leadership on job satisfaction and found a positive relationship between servant leadership and job satisfaction. Lucjan et al. (2023) investigate the role of leadership styles in shaping the organizational commitment of remote employees through a survey of 341 remote workers in Poland. They concluded that leadership style significantly influences organizational commitment in remote work settings. Specifically, their findings indicate that transactional leadership has a more substantial impact on the organizational commitment of remote employees, whereas transformational leadership tends to exert greater influence in traditional work environments. Usman et al. (2024) reported mixed results, suggesting that servant leadership positively impacts work engagement; however, this relationship is moderated by employees' trust in their leader.

While these studies provide valuable insights, they do not consider the relationships among servant leadership, affective organizational commitment, and self-efficacy within the context of remote work. Since it is anticipated these factors are significant for organizational commitment during remote work, the following hypotheses are proposed:

Hypothesis 3. Remote employees' supervision within the framework of servant leadership has a significant and positive relationship with their affective organizational commitment.
Hypothesis 4. Servant leadership mediates the relationship between self-efficacy levels and the affective organizational commitment of remote employees.

Motivation

Motivation is explained through Herzberg's Two-Factor Theory, which divides workplace motivation factors into two categories: Motivators (intrinsic motivation) and Hygiene Factors (extrinsic motivation). Meta-analytic findings reveal that intrinsic motivation demonstrates a more robust positive association with critical performance outcomes, including organizational commitment, than extrinsic motivation (Van den Broeck et al., 2021). For virtual teams to perform well and be motivated, intrinsic factors such as autonomy and empowerment are essential (Kirkman et al., 2004). In their quantitative study involving 436 participants, Raisiene et al. (2021) concluded that effective management of remote employees necessitates focused

efforts by leaders to sustain motivation. Thus, the last hypothesis is assumed based on these findings:

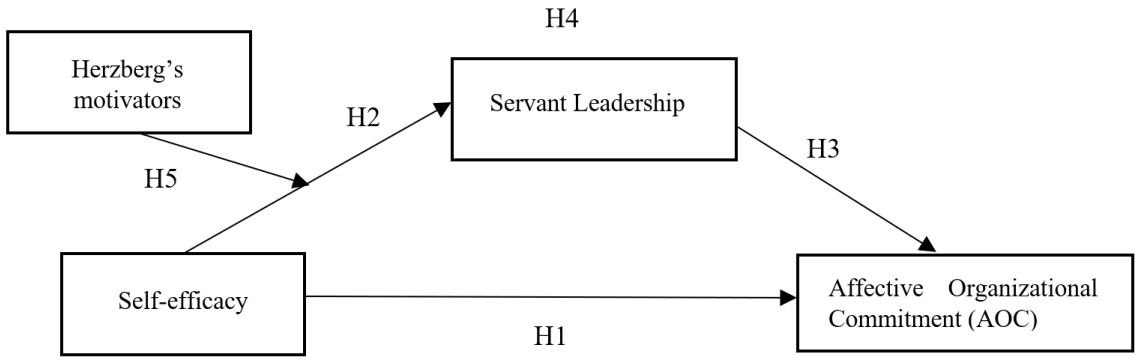
Hypothesis 5. Employees' intrinsic motivation moderates the relationship between self-efficacy and the role of servant leadership in remote working environments.

Theoretical Framework

The research framework is underpinned by Self Efficacy Theory, Herzberg's two-factor theory, and Servant leadership theory, which collectively explain the proposed relationship among servant leadership, intrinsic motivation, self-efficacy, and affective organizational commitment in the context of remote work. It is expected that servant leadership significantly influences employees' self-efficacy—defined as their belief in their capability to successfully perform tasks and achieve goals—by fostering an environment of trust, providing constructive feedback, and encouraging autonomy, which is crucial in the remote work environment. High levels of self-efficacy, in turn, are assumed to strengthen employees' confidence, leading to increased motivation and organizational commitment. In remote work contexts, leadership assumes even greater importance in sustaining self-efficacy and motivation, as physical distance necessitates greater efforts in trust-building, effective communication, and employee empowerment.

This section presents the research framework developed to explain the impact of self-efficacy on remote employees' affective organizational commitment in Türkiye. This relationship is assumed to be influenced by the leadership style, namely, servant leadership. Furthermore, the intrinsic motivation of remote employees is proposed to moderate this mediation. Based on existing literature, the following research framework in Figure 1 has been derived to investigate the relationships among these variables.

Figure 1
The Proposed Moderated Mediation Model



Method

Probability sampling was used to gather the data via an online survey. Remote employees from various sectors who worked or continued to work remotely after COVID-19 in Turkey contributed to the survey. The online survey was accessible from the years 2023 to 2024. Access to the survey was limited to participants who fulfilled the following requirements: a) worked or worked full-time or hybrid in a remote working environment after COVID-19, and b) were willing to engage in the survey. Questionnaire data were obtained and imported into

SPSS (Version 26). The data was analyzed following Hair's methodology, highlighting the significance of acknowledging the substantial effect that even a minimal quantity of omitted observations can have on results. Therefore, data exclusion was made with the utmost caution (Hair et al., 2018). After data cleaning and excluding outliers, responses from 487 participants remained and were tested for the final analysis.

Instruments

Scales from earlier studies were adapted to reflect the context of remote work and chosen for their reliability—Cronbach's alpha greater than 0.70—were used to evaluate the components in this investigation. Five-point Likert scales ("1 = strongly disagree", "5 = strongly agree") were used to rate responses for every item.

Self-efficacy. The Generalized Self-Efficacy Scale initially comprised 10 items to assess self-efficacy levels (Schwarzer et al., 1995). After adjustments, seven items were retained, with a Cronbach's alpha of .82, demonstrating strong reliability. Furthermore, each item showed a corrected item-total correlation greater than .30.

Affective Organisational Commitment. The scale was derived from Allen and Meyer's Affective Commitment Scale, which assesses employees' emotional connection, sense of belonging, and active engagement with their organization (Allen & Meyer, 1990). The scale initially comprised six items, including one reverse-scored item. To improve the scale's validity, one item with a factor loading below .30 was eliminated. The final version of the scale used in this study contains five items. The Cronbach's alpha for the revised scale is .89, surpassing the threshold of .70, which validates the reliability of the scale for assessing affective organizational commitment.

Leadership. The Leadership Scale is adapted from the Servant Leadership Scale, with a focus on empowerment as a central component of leadership (van Dierendonck & Nuijten, 2011) The scale comprised seven items designed to measure empowerment behaviors, including fostering autonomy, promoting self-confidence, and encouraging development. To better fit the remote working context, additional items were introduced to address two key areas; reachability, reflecting the leader's availability and accessibility, and trust measuring the leader's ability to foster a culture of trust and autonomy despite physical distance. By addressing reachability and trust, the scale was expected to capture the virtual communication and foster trust. Out of the 11 items, only six items related to servant leadership characteristics had factor loadings above .30, leading to the removal of 5 items from the scale. The Cronbach's alpha for the revised scale was calculated as .84, indicating a high level of reliability.

Motivation. The development of the motivation scale is based on Herzberg's Two-Factor Theory which classifies factors affecting employees' workplace motivation into motivators and hygiene factors. Herzberg's motivators consist of elements that result in job satisfaction (e.g., achievement, recognition, responsibility, and the work itself). Hygiene factors include elements that avoid dissatisfaction but do not contribute to satisfaction (e.g., salary, company policies). The scale initially consisted of 17 items. Items with factor loads below .30 were excluded during factor analysis, and the scale was reduced to 6 items. Items subject to motivators, i.e., work itself, achievement, recognition, and responsibility, represented employees' intrinsic motivation in remote working conditions. Cronbach's alpha for the intrinsic motivation scale was calculated at .95, which is deemed reliable.

Control Variables. Demographic variables such as age, marital status, education, and working tenure have been widely used in the literature related to self-efficacy as control variables (Bayraktar & Jiménez, 2020; Ullah et al., 2021). These variables were also considered as control variables in this study.

Statistical Analysis

Descriptive analyses and Spearman's correlation tests were conducted to examine the relationship between control variables (age, marital status, education, and tenure) and key factors (self-efficacy, affective organizational commitment, intrinsic motivation, and servant leadership). A measurement model incorporating all items was developed to examine factor loadings through Confirmatory Factor Analysis (CFA), followed by a moderated mediation model. Hypotheses were assessed using the PROCESS macro for SPSS (Hayes, 2013). The moderated mediation was tested through Model 7 of the PROCESS macro. The study applied the 95% bootstrap confidence intervals (CIs) derived from 5000 random samples to evaluate the statistical significance of the effects (Hayes, 2013).

Results

The demographic characteristics of the sample are shown in Table 1. Most participants are married and belong to the 25–34 year and 35–44 year ranges, respectively. Participants mostly have bachelor's degree education. Approximately half of the sample has a working tenure of 1 to 5 years and the remaining sample has more working experience.

Table 1

Descriptive Statistics for the Participants (N=487)

Demographic characteristics	n	%	Demographic characteristics	n	%
Age			Marital status		
18-24	46	9	Single	220	45
25-34	308	63	Married	267	55
35-44	120	25			
45-55	9	2	Years in working		
55+	4	1	1y-5y	260	54
			6y-10y	137	28
Education			11+y	90	14
High school	37	8			
Bachelor	335	69			
Master	95	19			
Phd	20	4			

Descriptive Statistics

Descriptive statistics of the variables used in the study and the correlations between them are stated in Table 2. The dependent variable, affective organizational commitment; the mediating variable, servant leadership; and the moderating variable, intrinsic motivation, all correlated significantly with the independent variable, self-efficacy. Control variables such as age and education are significantly associated with the moderating variable, intrinsic motivation; however, other control variables do not have any significant impact on any dependent or independent variables.

Table 2

Means, Standard Deviation, and Correlations of Variables

Variables	M	SD	1	2	3	4	5	6	7	8
1.Age	2.21	.66	1.00							
2.Marital status	1.54	.49	.41**	1.00						
3.Education	2.2	.62	.33**	.10*	1.00					
4.Years in working	1.65	.77	.68**	.42**	.20**	1.00				
5.Org. Commitment	4.58	.52	.07	.10*	.01	.07	1.00			
6.Motivation	4.6	.87	-.14**	-.08	-.20**	-.01	.35**	1.00		
7.Leadership	4.02	.81	-.07	-.06	-.03	-.08	.31**	.13**	1.00	
8.Self efficacy	4.76	.42	.00	.04	-.03	.08	.41**	.53**	.15**	1.00

Note. N = 487. *p < .05.**p < .01.

Factor Analysis

Cronbach's alpha values have been calculated for each scale, confirming that all scales exhibit good reliability (α > .70). However, factor loadings have also been taken into account, and Composite Reliability (CR) has been computed to further evaluate the reliability of the constructs by assessing the representation of independent variables with dependent variables. The CR values in Table 2 are within the acceptable reliability range (CR > .70), indicating strong internal consistency of the constructs. On the other hand, convergent validity is captured through the Average Variance Extracted (AVE). In Table 3, this rate is greater than .50 for all factors addressing that convergent validity has been confirmed, indicating that the construct effectively captures the variance of its indicators.

Table 3

Reliability and Validity Statistics

	Component 1	Cronbach's alpha	AVE	CR	No of Items	SQRT(AVE)
AOC3	.90					
AOC4	.90					
AOC5	.84	.90	.72	.93	5	.85
AOC6	.81					
AOC2	.78					
M6	.92					
M8	.92					
M5	.91	.95	.81	.96	6	.90
M11	.91					
M15	.90					
M14	.84					
L10	.85					
L8	.81					
L5	.80					
L1	.74	.85	.59	.90	6	.77
L11	.71					
L9	.69					
SE9	.79					
SE7	.76					
SE5	.74	.82	.52	.88	7	.72
SE8	.72					
SE2	.71					
SE3	.66					
SE1	.62					

AVE values are also used to how much a construct explains the variance of its indicators compared to external influences. According to Fornell and Larcker's Criterion square root of AVE, given in Table 3, is higher than the correlations, given in Table 4, discriminant validity is confirmed, indicating that the latent construct is sufficiently distinct from other constructs, thereby enhancing the accuracy of the structural equation model.

Table 4

Fornell and Larcker's Criterion

	Fornell and Larcker's criterion			
	AOC	M	SL	SE
AOC	**.85**	.35**	.32**	.42**
M	.35**	**.90**	.14**	.53**
SL	.32**	.14**	**.77**	.15**
SE	.42**	.53**	.15**	**.72**

Latent constructs are evaluated based on Heterotrait-Monotrait Ratios (HTMT), as presented in Table 5, indicating that all ratios are below .85, confirming that the latent constructs are distinct from each other.

Table 5

Heterotrait-Monotrait Ratio (HTMT)

	HTMT Ratio
SL-M	.04
SL-SE	.20
SL-AOC	.40
M-SE	.47
M-AOC	.25
SE-AOC	.56

KMO value as being greater than .9 and the chi-square test is significant ($p < .001$) in Table 6 shows that sample data is suitable for a factor analysis. Items above the threshold of .50 have remained for the data analysis, as shown in Table 7.

Table 6

KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.91
Bartlett's Test of Sphericity	Approx. Chi-Square	7517.63
	df	276
	Sig.	.000

Table 7

Rotated Component Matrix

	1	2	3	4
M8	.90			
M11	.90			
M6	.90			
M5	.88			
M15	.87			
M14	.81			
SE9		.74		
SE2		.71		
SE5		.71		
SE7		.71		
SE8		.68		
SE1		.60		
SE3		.56		
L10			.82	
L8			.82	
L5			.80	
L1			.72	
L9			.69	
L11			.66	
AC3				.86
AC4				.84
AC5				.80
AC2				.75
AC6				.74

Additionally multicollinearity is checked through Variance İnflation Factor (VIF), and results are presented in Table 8. All independent variables have VIF values below 3 means that there is no multicollinearity between independent variables.

Table 8

Collinearity Statistics

	Unstandardized Coefficie (B)	Coefficients Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	1.67	.25		6.70	.000		
M	.04	.03	.07	1.76	.080	.89	1.13
SL	.17	.03	.26	6.34	.000	.98	1.02
SE	.43	.05	.35	8.09	.000	.87	1.15

a. Dependent Variable: AOC

After confirming the absence of multicollinearity among the independent variables, the effect size (f^2) was examined to assess the impact of independent variables on the dependent variable. The results in Table 9 indicate that intrinsic motivation does not have a direct effect on affective organizational commitment, while the other two independent variables exhibit a small effect on the dependent variable.

This finding aligns with the proposed hypothesis, as intrinsic motivation is expected to function as a moderator in the relationship between servant leadership and self-efficacy levels, rather than exerting a direct influence on affective organizational commitment.

Table 9

F^2 Effect Size

Independent Variable	$R^2_{included}$	$R^2_{excluded}$	f^2	Effect Size
M	.23	.23	.01	No effect
SE	.23	.13	.06	Small effect
SL	.23	.17	.08	Small effect

*AOC Dependent Variable

Construct validity was assessed for variables self-efficacy, intrinsic motivation, servant leadership, and affective organizational commitment, and all observed variables were found to load onto a single factor. Confirmatory Factor Analysis was applied to ensure that scales adapted from previous studies performed effectively within the new context, providing a solid foundation for testing hypotheses about relationships among these constructs. The hypothesized model demonstrated an acceptable fit with the actual data (χ^2/df = 2.83, CFI = .94, TLI = .93, GFI = .89, RMSEA = .06).

Hypothesis Testing

Hypothesis has been tested through PROCESS macro for SPSS Model 4 and Model 7 with 5000 bootstrap samples (Hayes, 2013). The hypothesis examines the conditional indirect effect of the self-efficacy level of remote employees on their affective organizational commitment through the role of servant leadership. Table 10 shows self-efficacy has a significant and positive relationship with servant leadership (β = .28, p < .05) and servant leadership significantly impacts affective organizational commitment (p < .05) Moreover, the indirect effect of self-efficacy on affective organizational commitment through servant leadership is statistically significant (β =.04, 95% CI [.01, .08]).

Table 10

Results of Mediation Analysis Using Hayes' Process Model 4

Regression Paths	Coefficients (β)	SE	t	p	95% CI [LL,UL]
SE → SL	0.288	0.086	3.340	0.001	[0.119, 0.458]
SL → AOC	0.165	0.026	6.319	0.000	[0.114, 0.216]
SE → AOC (direct effect)	0.461	0.050	9.193	0.000	[0.362, 0.560]
SE → AOC (total effect)	0.509	0.052	9.868	0.000	[0.610, 0.968]
Indirect effect (SE→SL→AOC)*	0.048	0.015			[0.018, 0.080]

Note. *Bootstrap confidence intervals (95% CI) are reported. The indirect effect is significant if the interval does not include zero.
LL: Lower Limit, UL: Upper Limit.
SE: Self-Efficacy, SL: Servant Leadership, M: Intrinsic Motivation, AOC: Affective Organizational Commitment.

Table 11 presents the moderated mediation results, highlighting a positive and significant relationship between self-efficacy levels and the role of servant leadership (β = −.20, $p < .05$) when servant leadership serves as the dependent variable in the mediation model. Furthermore, as shown in Table 11, the interaction term between self-efficacy level and intrinsic motivation is significant and exhibits a negative association (β = −.26, $p < .05$). In a model where affective organizational commitment is specified as the dependent variable, the role of servant leadership is associated with affective organizational commitment positively (β = .16, $p = .00$) and is statistically significant at the significance level, $p < .05$. Self-efficacy is statistically significant and exhibits a positive relationship with affective organizational commitment (β = .46, $p < .05$). The conditional indirect effects of self-efficacy on affective organizational commitment at varying levels of intrinsic motivation indicate that higher levels of self-efficacy are linked to affective organizational commitment through servant leadership when intrinsic motivation is low. As the level of employees' intrinsic motivation increases, the association between self-efficacy and affective organizational commitment through self-efficacy diminishes and becomes statistically insignificant. The moderated mediation index shows significant results (*B* = -.04, 95% CI = -.08 – .00).

Table 11

Results of Moderated Mediation Analysis Using Hayes' Process Model 7

Path/Effect			Coefficients (β)	SE	t	p	95% CI [LL,UL]
Mediator Model (DV= SL)							
SE → SL			.20	.09	2.11	.035	[.01, .39]
Moderator (M)			1.21	.45	2.66	.008	[.32, 2.11]
Interaction (SE x M)			-.26	.09	-2.68	.007	[-.44,-.07]
Outcome Model (DV= AOC)							
SL			.16	.02	6.31	.000	[.11, .21]
SE (direct effect)			.46	.05	9.19	.000	[.36, .56]
Conditional Indirect Effect	Index	Effects					
Indirect effect at Low M (-1 SD)		.07	-.87	.02			[.03, .11] *
Indirect effect at Mean M		.03	.00	.01			[.00, .06] *
Indirect effect at High M (+1 SD)		.01	.39	.01			[-.02,.05] *
Index of moderated mediation	-.043			.020			[-.08,-.00]*

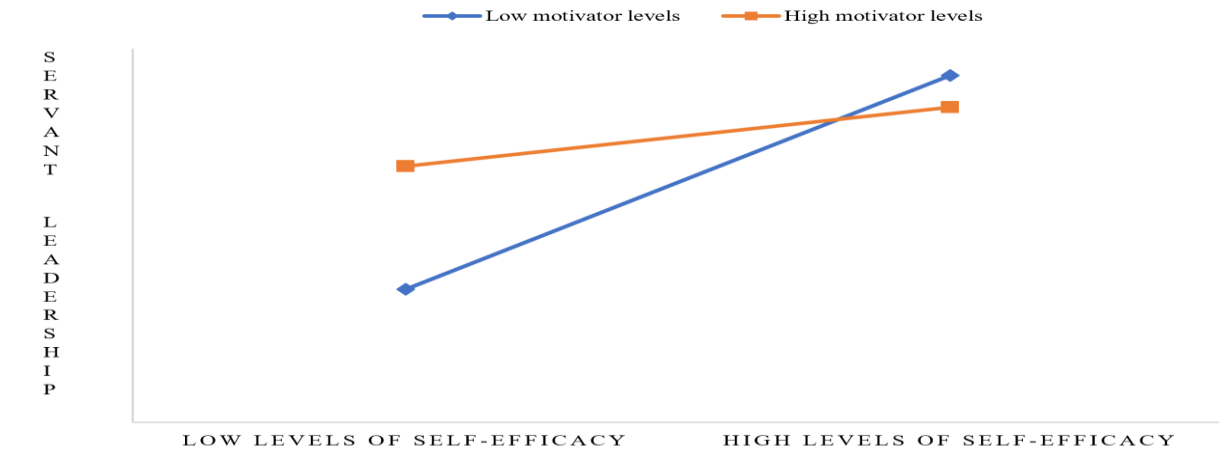
Note. *Bootstrap confidence intervals (95% CI) are reported. The indirect effect is significant if the interval does not include zero.
LL: Lower Limit, UL: Upper Limit
SE: Self-Efficacy, SL: Servant Leadership, M: Herzberg's motivators/Intrinsic Motivation, AOC: Affective Organisational Commitment.

Moderating role of intrinsic motivation on self-efficacy and servant leadership is illustrated in Figure 2. As shown in Figure 2, when intrinsic motivation is low, servant leadership has a greater impact on self-efficacy, suggesting that in the absence of strong internal drivers, leadership support becomes a critical factor in boosting employees' confidence in their abilities

and, consequently, in enhancing organizational commitment. Conversely, when intrinsic motivation is already high, the influence of leadership on self-efficacy diminishes, as internal drivers are sufficient to sustain confidence and commitment.

Figure 2

Moderating the role of Herzberg's motivators on Self-efficacy and Servant Leadership



Discussion

The results indicate that the relationship between self-efficacy and affective organizational commitment, mediated by servant leadership, is moderated by employees' intrinsic motivation. Furthermore, the findings demonstrate that increased self-efficacy is linked to stronger affective organizational commitment, supporting the proposed hypothesis and confirming H1. In remote working contexts, employees with high levels of self-efficacy are more likely to represent higher affective organizational commitment, driven by their confidence in their abilities and sense of empowerment to make reasonable contributions to the workplace. Similar findings have been studied in previous studies, which established a positive and significant association between self-efficacy and organizational commitment in traditional work environments (Aryati & Armanu, 2023; Buangga et al., 2018; Chegini et al., 2019; Chesnut & Burley, 2015; Demir, 2020; Hameli & Ordun, 2022; Lin & Wang, 2018; Liu, 2019; Na-Nan et al., 2021; Zeb & Nawaz, 2016).

Key findings can be found as self-efficacy emerges as a crucial factor in reinforcing affective organizational commitment by employees' confidence in their ability to work independently in the context of remote work, where physical distance poses challenges to traditional organizational commitment. Moreover, organizations can enhance this relationship by implementing supportive supervision in the form of servant leadership, thereby driving both individual and organizational success, which is hypothesized in the statement outlined in H2.

As per findings, self-efficacy is positively related to servant leadership in remote work contexts. Thus, H2 is accepted, aligning with previous studies that indicate employees who experience support tend to be motivated and demonstrate higher levels of self-efficacy (Nikhil & Arthi, 2018; Takawira, 2024). On the other hand, the servant leadership style creates a feeling of trust, respect, and support, which empowers employees' emotional attachment to the organization, and affective commitment (Chughtai, 2016; Gong et al., 2009; Sathyamoorthi et al., 2023; Udin et al., 2024; van Dierendonck & Rook, 2010). Servant leadership becomes even

more critical in remote work, where physical distance challenges traditional organizational commitment methods. Servant leaders play a crucial role in sustaining and enhancing organizational commitment within dispersed teams by maintaining open communication, offering consistent support, and emphasizing human connection. The findings support this perspective, resulting in the acceptance of H3. Servant leadership serves as a bridge, supports, and empowers employees which in turn strengthens the relationship between self-efficacy and affective organizational commitment. The results partially support H4, thus demonstrating that servant leadership serves as a mediator between self-efficacy and affective organizational commitment. This indicates that self-efficacy directly influences employees' affective organizational commitment; however, this effect diminishes upon the inclusion of servant leadership.

These findings align with Servant Leadership Theory and Self-Efficacy Theory, both of which emphasize that leadership behaviors focused on employee empowerment, growth, and support can strengthen employees' self-efficacy. Enhanced self-efficacy, in turn, leads to greater affective organizational commitment, especially within remote work environments where effective leadership significantly influences employee attitudes and behaviors. Therefore, identifying strategies to enhance remote employees' self-efficacy can improve job satisfaction, performance, and long-term employee affective commitment.

The analysis supports that employees' intrinsic motivation moderates the relationship between self-efficacy and affective organizational commitment through servant leadership; thus, H5 is accepted. The negative interaction term in Table 11 in the moderation analysis indicates that the relationship between self-efficacy and affective organizational commitment weakens as intrinsic motivation levels increase. This suggests that at higher levels of intrinsic motivation of remote employees, affective organizational commitment becomes less reliant on employees' self-efficacy, as intrinsic motivation may be a dominant factor in driving affective organizational commitment. Additionally, as illustrated in Figure 2, high intrinsic motivators have a stronger impact on self-efficacy than servant leadership, suggesting that when employees are intrinsically motivated, their confidence in their abilities is primarily driven by internal factors rather than leadership influence. However, when intrinsic motivators are low, the role of leadership becomes more significant, leading to a parallel increase in both self-efficacy and affective organizational commitment, as leadership support compensates for the lack of intrinsic motivation. In summary, in remote work settings, higher intrinsic motivation amplifies the effects of achievement, recognition, and responsibility while weakening the direct impact of self-efficacy on affective organizational commitment. Thus, the findings offer valuable insights for leaders aiming to maintain high emotional, and organizational commitment among remote employees by strategically leveraging intrinsic motivational factors such as achievement, recognition, and responsibility.

Conclusion

In this study, a special focus was on the employees who worked or were still working remotely in Turkey after COVID-19. Based on the findings from this sample, the contribution of this study to the existing literature lies in its unique model and empirical insights. Key findings are as follows: a) Higher self-efficacy enhances affective organizational commitment in remote

work environments, a) Servant leadership acts as a mediating factor in the relationship between self-efficacy and affective organizational commitment, and c) Remote employees with low levels of intrinsic motivation disclose higher affective organizational commitment in higher levels of self-efficacy. This impact becomes lower as intrinsic motivation levels of remote employees increase at a certain point.

Practical and Theoretical Contribution

The practical contribution of the study can be stated as follows. Human resource departments can leverage the findings to understand that sustaining strong organizational commitment depends on promoting high self-efficacy among employees in remote work environments. Moreover, remote employees with strong self-efficacy enhance their commitment through supportive supervision. However, the connection between self-efficacy and affective organizational commitment strengthens when intrinsic motivation levels are low in a remote work context. Conversely, as intrinsic motivation levels increase, referring to attributing value to achievement, recognition, and responsibility, the direct influence of self-efficacy on affective organizational commitment has decreased. These factors generating intrinsic motivation may become the prominent factors that affect the employee's affective organizational commitment. Notably, this finding is not consistently significant at higher intrinsic motivation levels, suggesting further investigation is needed to clarify the underlying factors.

Organizations can apply these findings to refine remote work strategies, uphold employee motivation, and strengthen organizational commitment.

Theoretically, the findings support the existing literature that in remote working environments, self-efficacy levels are positively related to affective organizational commitment (Javed et al., 2021). Moreover, findings reveal that servant leadership plays a positive role in affective organizational commitment (Ding et al., 2012; Staples et al., 1998). This study contributes to the academic setting in which employees ' self-efficacy level significantly and positively impacts their supervision style and servant leadership, which acts as a mediator on the relationship between the self-efficacy level of the remote employees and their affective organizational commitment. In addition, different levels of intrinsic motivation impact this relationship as a moderator, which has not been subjected to any earlier studies.

Limitations and Future Research

First, the findings are limited to the sample studied in Turkey and may not be generalized to all sectors within the country. Furthermore, the results may vary for remote employees in developed countries.

Second, a significant portion of the sample (54%) consists of individuals with limited work experience. Future research may investigate organizational commitment levels within a sample exhibiting a more even distribution of mastery experience levels.

Third, an online survey was conducted to gather the data in Turkey without setting any restrictions on the sectors involved. Future research could focus on specific sectors, enabling a comparative analysis of the targeted impact of remote work on organizational commitment across different industries.

Fourth, in this study, the Generalized Self-Efficacy Scale was used to measure the self-efficacy levels of remote employees. However, a scale specifically designed to assess digital

self-efficacy would be more relevant, especially in remote work, since technology improves self-efficacy levels (Schunk & DiBenedetto, 2020). Therefore, digital self-efficacy levels influence employee outcomes, such as performance, engagement, and organizational commitment, which may present a valuable area for further research.

Fifth, influencing factors can be further examined across different types of remote work, such as fully remote or hybrid work arrangements, to better understand their distinct impacts on organizational outcomes.

Lastly, the role of additional factors in remote working contexts, such as work-life balance, burn-out, etc., can be further investigated to understand their influence on the relationship between self-efficacy and organizational commitment.

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