

THE INFLUENCE OF CULTURAL AND PERSONAL PROPERTIES ON JOB PERFORMANCES AND ORGANIZATIONAL COMMITMENT IN TELEWORKERS

Taboroši Srđana, Poštin Jasmina, Terek Stojanović Edit, Rajković Avdija Jelena, Berber Nemanja, Nikolić Milan

Abstract

The paper presents the results of research on the impact of national culture, big five personality traits, and emotional intelligence on job performances and organizational commitment in teleworkers in West Balkan countries. These impacts were also determined for employees in conventional working arrangements, which enabled a comparison of the results for these two groups of respondents. The research was conducted in the countries of the West Balkan and included 313 respondents. National culture and emotional intelligence have a greater impact on job performances and organizational commitment for employees in conventional working arrangements than in teleworkers. Big five personality traits in some cases affect stronger for employees in conventional working arrangements, while in some cases they affect more powerfully in teleworkers. Teleworkers are less influenced by the environment, and thus less influenced by national culture. Also, teleworkers have fewer opportunities to use emotional intelligence in achieving business goals.

Keywords: national culture, emotional intelligence, job performances, organizational commitment, teleworkers

JEL classification: D91, E71, M14, M15, M54

Taboroši Srđana, MSc, PhD student
(corresponding author)
The University of Novi Sad
Technical faculty "Mihajlo Pupin", Zrenjanin, Serbia
E-mail: srdana.taborosi@gmail.com
ORCID: 0000-0003-3826-3116
Address: Srđana Taboroši, Đure Đakovića bb,
23000 Zrenjanin, Serbia

Poštin Jasmina, MSc, Assistant
The University "Union - Nikola Tesla" Belgrade
Faculty of Management in Sremski Karlovci
Sremski Karlovci, Serbia
E-mail: famzr.edu@gmail.com
ORCID: 0000-0003-3707-7522

Terek Stojanović Edit, PhD, Associate Professor
The University of Novi Sad
Technical faculty "Mihajlo Pupin", Zrenjanin, Serbia
E-mail: terekedita@gmail.com,
ORCID: 0000-0003-0013-8141

Rajković Avdija Jelena, PhD, Assistant
The University "Union - Nikola Tesla" Belgrade,
Faculty of Engineering Management, Belgrade,
Serbia
E-mail: j.rajkovic24@gmail.com
ORCID: 0000-0002-3862-0681

Berber Nemanja, PhD, Associate Professor
The University of Novi Sad
Faculty of Economics in Subotica, Subotica, Serbia
E-mail: nemanja.berber@ef.uns.ac.rs
ORCID: 0000-0002-1433-6416

Nikolić Milan, PhD, Full Professor
The University of Novi Sad
Technical faculty "Mihajlo Pupin", Zrenjanin, Serbia
E-mail: mikaczr@sbb.rs,
ORCID: 0000-0001-6643-1442

1. Introduction

The outbreak of the Covid-19 pandemic has inevitably brought to the fore new ways of working, which may become quite common after the pandemic ends, on a global scale (Narayanamurthy and Tortorella 2021). The changes caused by the Covid-19 pandemic have brought a “new normal” to which people are getting used to. One of these things is telework (Hermann and Paris 2020). According to Leonardi (2020), there are opinions that telework will become “new normal”, but there are also opinions that telework will not become mainstream soon, but that most workers will return to offices when the pandemic passes. In any case, the Covid-19 pandemic has shown that things are changing (and should change) in the areas of business and management. This is important for both researchers and organizations, and future research should focus on what is the essence of HR research: improving performance (individual and organizational) in a business environment, which is increasingly based on telework (Nyberg, Shaw, and Zhu 2021).

Several studies have focused on the effects of telework, in terms of business outcomes, but also the quality of life of people who telework. In essence, working from home has both negative and positive consequences. Negative consequences are workload pressure, task interdependence, professional isolation, and family interference. The positive consequences are autonomy in work, schedule flexibility, strong technological resources improve work-life balance, and then productivity, performance, and job satisfaction (Jamal et al. 2021). It is also advantageous that telework saves time on commuting, which improves the lifestyle of people who work this way (Hardill and Green 2003). Diab-Bahman and Al-Enyi (2020), based on a sample among teleworkers in Kuwait, state that telework and conventional working arrangements conditions provide similar efficiencies, but most teleworkers prefer flexible teleworking opportunities. However, the problem may be maintaining the unity and cohesion of the dispersed teams (Ruiller et al. 2018), as well as lack of physical contact with others, which can lead to reduced engagement and poorer career advancement (Yarberry and Sims 2021). It is obvious that, at the organizational and individual level, telework can work in different ways, depending on the type of activity of organizations, business priorities of organizations, as well as personal preferences and lifestyle.

The question arises as to how telework affects job performance and organizational commitment (in teleworkers). Based on a review of a large number of papers, it can be concluded that these impacts range

from favorable and neutral to unfavorable. Research among employees in service organizations, who teleworked, showed that the work consequences of Covid-19 (such as working from home, job insecurity) have an impact on employee job performance (Narayanamurthy and Tortorella 2021). According to Kelliher and Anderson (Kelliher and Anderson 2009), teleworkers have greater job satisfaction and organizational commitment, and this is a consequence of the flexibility that telework implies. Similarly, Martin, and MacDonnell (2012) find a positive relationship between telework and organizational commitment. Based on a meta-analysis, Gajendran and Harrison (2007) conclude that telework is positively associated with job performance, but in the case of evaluation performed by supervisors, while in the case of self-rated work performances, this relationship is not significant. Telework is associated with greater job satisfaction and organizational commitment, but these benefits come at the cost of more workload and reduced opportunities for switch off (Felstead and Henseke 2017). Contrary to the previous, Choudhury et al. (2020) reported that, due to reduced exposure to organizational symbols and poorer contact with leaders, telework can interfere with organizational identification, the only question is to what extent this occurs. Employees will be more motivated for digital workplace transformation if it creates conditions for them to achieve better work performance and satisfaction (Selimović, Pilav-Velić, and Krndžija 2021). Finally, Wang et al. (2020) believe that working from home is reflected in a worker's job performance in a way that depends on the circumstances that accompany implementing telework (social support, job autonomy, monitoring, and workload). The more favorable these circumstances are, the better the job performance.

Most existing research is based solely on job performance and organizational commitment in teleworking conditions. Significant for this paper is that studies, which take into account the influences of national culture, big five personality traits, and emotional intelligence on job performances and organizational commitment in teleworkers, are almost completely nonexistent. Few studies can be considered similar. For example, research conducted among Generation Z teleworkers shows that out of the big five dimensions, only openness has a strong positive impact on attitudes toward telework (Marhadi and Hendarman 2020). Clark, Karau, and Michalisin (2012) came to a different result, according to which agreeableness is positively related to telecommuting attitudes. Emotional intelligence provides mechanisms for overcoming work-related stress in teleworking employees and for preventing unwanted behavior (Neary and

Hingst 2014). The role of emotional stability in these processes is also interesting: teleworkers, who have high emotional stability, find it easier to withstand higher workload and additional work effort (Perry, Rubino, and Hunter 2018), where emotional stability is negatively related to telecommuting attitudes (Clark, Karau, and Michalisin 2012). These results may seem contradictory, but in fact, they are different influences. Finally, a case study (Iglesias-Pradas et al. 2021) showed that there is an increase in students' academic performances in emergency distance teaching (due to the Covid-19 pandemic), to which well-established organizational factors contribute significantly.

These findings indicate the potential importance of organizational and individual factors for job performance and commitment in teleworking conditions, but these links have been poorly explored. Certain papers deal with the influences of national culture, big five personality traits, and emotional intelligence on job performances and commitment, but in employees in conventional working arrangements. Thus, in general conditions, the effects of national culture on job performances and commitment were examined (Valliere 2019; Wong, Everett, and Nicholson 2008; Top et al. 2015), the effects of the big five on job performances and commitment (Yang and Hwang 2014; Mammadov 2021; Erdheim, Wang, and Zickar 2006), as well as the effects of emotional intelligence on job performances and commitment (Goleman 2005; Weinberger 2002; Skipper and Brandenburg 2013).

This paper aims to investigate the impact of national culture, big five personality traits, and emotional intelligence on job performances and organizational commitment in teleworkers. In addition, the observed impacts were examined in employees in conventional working arrangements as well, so it is possible to compare the results for employees in conventional working arrangements and teleworking employees. In essence, the working method (conventional working arrangements/teleworking) is the moderator in the given relations. The first contribution of the paper is that not only the state of job performances and organizational commitment in employees in conventional working arrangements and teleworkers was researched, but also what and how it affects that state. This fills the gap, which exists due to the lack of similar research. Another contribution of the paper is that three groups of influential variables (national culture, big five personality traits, and emotional intelligence) are examined simultaneously. In this way, a wide range of influential variables is covered, both socio-cultural and individual. In previous research, the observed impacts were most often examined partially (for employees in conventional working arrangements). This

broader approach provides a more complete picture of what affects and what does not, which effects dominate, what direction and intensity they have. The research was conducted among employees (conventional working arrangements and teleworking) in the countries of the West Balkan (Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, and Serbia). The theory, hypotheses, results, discussion, and conclusions are presented below.

2. Theory and hypothesis

2.1. The importance of job performance and organizational commitment

Job performance is the total expected value that the organization receives from each employee (Weiner, Schmitt, and Highhouse 2012). According to the same authors, job performance is seen as the behavior of an employee. Researchers agree that job performance has to be observed as a multi-dimensional concept (Barling and Cooper 2008), which includes more than work performance. Therefore, in this paper, job performance is observed through the following dimensions: work performance, risk-taking, innovativeness, proactiveness, and achievement. In this way, the broader picture of the overall outcome of the employee's behavior, i.e. job performance, is seen.

Job performance influences many aspects of business including reaching professional goals, fulfilling professional expectations, improving business results of the company (Hogan and Shelton 2012), defining human resource management (Davidescu, Apostu, Paul, and Casuneanu 2020), environmental sustainability, but also aggression, stealing, withdrawal behavior and other negative aspect of employee behavioral (Bohlmann, van der Bosch, and Zacher 2018). As job performance is behavioral, it can be influenced by various external and internal aspects of the organization and private aspects of each employee. Due to the complexity of the impact on business results, it is especially important to examine the aspects that affect job performance and can predict it, especially in a teleworking environment, because this way of working is becoming more and more dominant.

Organizational commitment represents the employee's willingness and desire to make sacrifices for the benefit of the company in which they work (Weiner 1982). Employees with high organizational commitment dimensions accept the company's values and goals, have a strong sense of belonging, and are ready to increase their active involvement in business and directly help the company in times of crisis (Liou

2008). Active involvement and emotional connection with one's job or company are key elements of organizational commitment, and as such they strongly influence job performance (Ganic, Babic-Hodovic, and Arslanagic 2018). Employees are of great importance for every company, and in today's conditions of continuous and accelerated changes, it is necessary to have employees who are dedicated to their work and organization.

It is clear that organizational commitment is important for doing business, achieving company goals, progressing, overcoming problems, and surviving in times of crisis (Al-Jabari, and Ghazzawi 2019). Dedicated employees are also more willing to share knowledge (Imamoglu, et al. 2019), which can significantly facilitate the company's internal communication. The impact of organizational commitment is multi-dimensional and strong, and it is important to study how commitment can be strengthened among employees, as well as which variables have positive or negative impacts on organizational commitment. This is especially important in the context of teleworking, given that teleworking employees have significantly fewer opportunities to connect with their organization, their colleagues, and feel emotional belonging to the company they work for. Due to their working method, teleworking employees may show different reactions to certain measures implemented by the company to increase their commitment, that may show good results in conventional working arrangements.

2.2. The influence of national culture on job performance and organizational commitment

In business terms, national culture emerges as a factor influencing organizational and job performance. Thus, knowledge-friendly organizational culture is positively related to overall organizational performance, financial and non-financial. This is especially emphasized in restrained cultures (Liu, Tsui, and Kianto 2021). Elements of national culture can influence how individual employees establish their job performance management preferences (Ellis 2012). According to Prince, Prince and Kabst (2020), the link between profit sharing and job performance is stronger in cultures with high power distance, high in-group collectivism, and low uncertainty avoidance. In contrast, the link between individual bonuses and job performance is supported by an almost inverse cultural profile: low power distance, low in-group collectivism, and high uncertainty avoidance.

Culture is multidimensional and heterogeneous,

and one of the reflections of this fact is that national culture dimensions are reflected in individual traits and characteristics (Valliere 2019). Psychological factors, which originate from national culture, influence risk-taking. Thus, individualism, due to its association with optimism and self-confidence, significantly enhances financial risk-taking readiness (Breuer, Riesener, and Salzmann 2012). In contrast, Based on a global sample of commercial banks from 56 countries (Illiasenko and Laidroo 2019), it has been shown that there is a negative link between individualism and bank risk-taking. This is explained by the assumption that people in collectivist societies are more willing to take risks because they expect the support of the collective, in case of an unfavorable outcome. Also, uncertainty avoidance and power distance have a significant negative impact on risk-taking (Kreiser et al. 2010).

There is an influence of national culture on national innovativeness (Deckert and Schomaker 2018). Rossberger (2014) points to the connection between national culture and personality profiles and national innovativeness. Research by Chinese, USA, and Chinese-American cultures (Wong, Everett, and Nicholson 2008), reveals that there is a cultural influence on innovation capability. Firm innovating is higher in individualistic, indulgent, and long-term oriented societies, than in conditions of low power distance, low uncertainty avoidance, and low masculine cultures (Boubakri et al. 2020). Societies with low power distance, a higher degree of individual freedom, as well as long-term orientation, generate a significantly higher number of innovations and patents (Jang, Ko, and Kim 2016). High power distance and high uncertainty avoidance reduce countries' innovation efficiency levels (Halkos and Tzeremes 2013).

National culture can also be associated with proactiveness and achievement. Uncertainty avoidance, power distance, and individualism negatively affect proactiveness (Kreiser et al. 2010). The cultural dimensions of masculinity and uncertainty avoidance are barriers to corporate green proactivity, with power distance achieving a U-shape relationship with proactivity (Wang, Guo, and Tang 2021). National culture influences how individuals define career success. Among other things, high assertiveness, high uncertainty avoidance, and high power distance cause the preference of achievement-oriented outcomes (Benson et al. 2020).

Researches around the world link national culture and organizational commitment. Research in Turkey (Top et al. 2015), reveals a strong relationship between national culture and organizational commitment. The effect of national culture also occurs in LMX relations,

person-organization fit, and work attitudes (job satisfaction and organizational commitment) in Japan and Korea (Jung and Takeuchi 2013). National culture also appears as a moderator in influencing organizational commitment. For example, satisfaction with job characteristics has an impact on organizational commitment, and national culture emerges as a moderator in this relationship (Gelade, Dobson, and Auer 2008).

Previous considerations show that national culture has an impact on different job performances and organizational commitment dimensions, in the general case. It is assumed that similar relationships exist in teleworkers, as well as that there are differences in the observed relationships in employees in conventional working arrangements and teleworkers. Accordingly, in this section, three hypotheses are posed:

H1a: There are statistically significant correlations between some dimensions of national culture and some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H1b: There is a statistically significant predictive effect of some national culture dimensions on some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H1c: Working method (conventional working arrangements or teleworking) moderates the relationship between national culture and job performance and organizational commitment, in the West Balkan region.

2.3. The influence of Big Five on job performance and organizational commitment

The Big Five represents the “scientific standard” when discussing personality (Palczek, Bergner, and Rybnicek 2018). Also, the big five is the most widely accepted and most widely used personality taxonomy for predicting occupational behavior and work success (Barrick, Mount, and Judge 2001). For example, the big five personality traits affect the level of job performance and satisfaction of hotel employees in Hong Kong, with the degree of this impact depending on the employees’ frequency of contact with hotel guests (Lan, Wong, and Zeng 2021). According to (Perera, Granziera, and McIlveen 2018), teachers’ big five personality profiles affect teaching self-efficacy, work engagement, and job satisfaction. The Big Five personality traits are viewed as a constant behaviour patterns with a stable effects on person’s behaviour and feelings (Tutar et al. 2020), so it can be presumed that their influence in the work place and on job

performance and commitment is constant as well.

The results of researches on the impact of the big five dimensions on different business outcomes and job performance often indicate various effects of individual dimensions, which can be positive, negative, or neutral. Research in China shows that all big five dimensions have a significant impact on job performance, especially agreeableness and extraversion, while only extraversion has an impact on job satisfaction (Yang and Hwang 2014). The big five dimensions are significant predictors of job performance and career success, with the strongest positive influences manifested by emotional stability, extraversion, and conscientiousness (Palczek, Bergner, and Rybnicek 2018).

According to Ono et al. (2011), neuroticism negatively affects job performance and conscientiousness modestly. Similarly, Cubel et al. (2016) find that conscientiousness affects positively, and neuroticism affects negatively job performance. According to Van Aarde, Meiring, and Wiernik (2017), job performance is mostly affected by conscientiousness.

The big five personality traits (conscientiousness, disagreeableness, and emotional stability) have an impact on job performance, with the mediation of intrapreneurial behavior (Mahmoud, Ahmad, and Poespowidjojo 2020). The strongest positive predictor of team performance is conscientiousness, while openness to experience has a modest negative prediction on team performance (O’Neill and Allen 2011). Alessandri and Vecchione (2012) examined the impact of stability and plasticity (the two higher-order factors of personality) on job performance: stability is significantly associated with job performance, while this is not the case with plasticity.

One group of studies deals with the effects of the big five personality traits on innovativeness, motivation, and intrapreneurial characteristics. In software engineers, the big five and proactive personalities are significant predictors of individual job performance (Rodrigues and Rebelo 2019). Also, national culture and personality profiles have an impact on national innovativeness (Rossberger 2014). The big five personality dimensions affect motivation as well as job satisfaction (Furnham, Eracleous, and Chamorro-Premuzic 2009).

The impact of the big five model on organizational commitment can still be considered. According to Erdheim, Wang and Zickar (2006), extroversion is significantly associated with all organizational commitment dimensions; neuroticism, conscientiousness, and openness to experience are related to continuance commitment; agreeableness is significantly related to normative commitment. In the higher institutes

in Pakistan, it has been found that the big five personality traits have an impact on organizational commitment: extroversion, agreeableness, and conscientiousness positively affect affective commitment; neuroticism and openness to experience negatively affect affective commitment; neuroticism, extroversion, and agreeableness negatively affect continuance commitment (Farrukh, Ying, and Mansori 2017). Similarly, some more research confirms high extraversion enhances affective commitment (Choi, Oh, and Colbert 2015; Syed, Saeed, and Farrukh 2015). Tziner et al. (2008) found that the big five personality traits affect job satisfaction and organizational commitment. Some big five dimensions have an impact on organizational commitment dimensions, in addition to mediating the role of work satisfaction (Spagnoli and Caetano 2012).

There is no doubt that, in the general case, there are influences of individual big five dimensions on job performance and organizational commitment. It is assumed that similar relationships exist in teleworking persons, as well as that there are differences in the given relations in employees in conventional working arrangements and teleworkers. In this section, three hypotheses are posed:

H2a: There are statistically significant correlations between some of the big five dimensions and some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H2b: There is a statistically significant predictive effect of some big five dimensions on some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H2c: The working method (conventional working arrangements or teleworking) moderates the relationship between the big five dimensions and job performance and organizational commitment, in the West Balkan region.

2.4. The influence of emotional intelligence on job performance, and organizational commitment

Emotional intelligence is a useful tool for improving the quality of life, as well as raising the level of job performance (Ignat and Clipa 2012). According to Goleman (2005), emotional intelligence enhances job performance and effectiveness. Many researchers in the field of organizational behavior recognize the importance that emotional intelligence has in achieving employees' job performance (Weinberger 2002). Even

in practical conditions, "soft skills", such as emotional intelligence, are becoming increasingly important in assessing the potential work performance of future workers, compared to classical professional knowledge (Skipper and Branddenburg 2013).

Consistent with the above, it is logical that there is a large number of research examining the links between emotional intelligence and different job performance. These researches occur in organizations of different industries, with people of different professions, as well as in different countries. A strong link between emotional intelligence and job performance has also been confirmed in call center agents in the UK (Higgs 2004). Emotional intelligence affects job performance, in employees in the Indian insurance sector (Ahuja 2011). Mishra and Mohapatra (2010) showed that in India there is a positive relationship between emotional intelligence and job performance. Another study in India (Gunavathy and Ayswarya 2011) concludes that emotional intelligence positively affects job satisfaction and job performance, in women employed in the IT sector in India. Similarly, in librarians in Pakistan, emotional intelligence affects job satisfaction, and this can then have a beneficial effect on job performance (Khan, Masrek, and Nadzar 2016).

In nurses in Japan, emotional intelligence positively influences nursing performance (Fujino et al. 2014). Likewise, in student nurses, emotional intelligence has a predictive effect on practice and academic performance (Rankin 2013). Blaik Hourani, Litz and Parkman (2020) found that emotional intelligence can influence a school leader's overall performance. A positive relationship between emotional intelligence and job performance exists in criminal investigation officers (Sembiring et al. 2020).

Also important for this paper are the effects of emotional intelligence on risk-taking, innovativeness, proactiveness, and achievement. There is a positive correlation between emotional intelligence and financial risk-taking, and emotional intelligence is a key determinant of risk-taking (Buccioli, Guerrero, and Papadovasilaki 2021). People with lower levels of emotional understanding are less willing to risk take (Yip and Côté 2012). According to Zhang, Chen, and Sun (2015), emotional intelligence encourages employees' innovation performance. In sales representatives, emotional intelligence encourages creativity, innovation, and key work outcomes (Lassk and Shepherd 2013), adaptability and proactivity (Bande and Fernández-Ferrín 2015), and successful sales performance (De La Cruz, D'Urso, and Ellison 2014).

In addition to the above, emotional intelligence also appears as a significant predictor of organizational commitment. For example, according to Naderi

Anari (2012), emotional intelligence achieves a significant relationship on teachers' job satisfaction and organizational commitment. In nurses, emotional intelligence, among other things, contributes to greater commitment (Faria, Ramalhal, and Bernardes Lucas 2019; Levitats and Vigoda-Gadot 2017). Nicholls et al. (2012) associate skills with emotional intelligence, such as organizational commitment, public speaking, teamwork, and leadership. Workers with greater emotional intelligence also show greater affective commitment, as well as better job performance (Sastre Castillo and Danvila Del Valle 2017). Similarly, compassion at work develops a positive work-related identity, and this, in turn, leads to the strengthening of affective organizational commitment (Moon et al. 2016). According to Gelaidan, Al-Swidi and Mabkhot (2018), emotional intelligence has a significant impact on employees' readiness for change, with organizational commitment being the mediator in this relationship. Also, emotional intelligence enables the achievement of organizational commitment in conditions of unfavorable leadership (Jabbar et al. 2020).

In general, emotional intelligence has significant effects on job performance and organizational commitment. It is not difficult to assume that similar relationships occur in teleworkers, as well as that there are differences between the given relations in employees in conventional working arrangements and teleworkers. In this section, three hypotheses are posed:

H3a: There are statistically significant correlations between some of the emotional intelligence dimensions and some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H3b: There is a statistically significant predictive effect of some emotional intelligence dimensions on some of the job performance and organizational commitment dimensions, in teleworking employees in the West Balkan region.

H3c: Working method (conventional working arrangements or teleworking) moderates the relationship between the emotional intelligence dimensions and job performance and organizational commitment, in the West Balkan region.

3. Method

3.1. Survey instruments (measures)

National culture. The instrument of the GLOBE project was used to measure national culture (House et al. 2002). The "as is" condition is examined. Respondents answer the questions via a seven-point Likert scale,

and the completed questionnaires are processed according to GLOBE Syntax. The questionnaire has 39 questions, which make up nine dimensions of national culture (House et al. 1999; House et al. 2002; House et al. 2004).

Big Five. The Big Five personality traits were measured using the Ten Item Personality Inventory instrument, developed by Gosling, Rentfrow and Swann (Gosling et al. 2003). Respondents form their answers according to the seven-point Likert scale. Each personality type is determined by two questions, one of which is inverse.

Emotional intelligence. The employees' emotional intelligence is measured through Weisinger's (1998) EI model as a personality trait. The respondents made their evaluations on a five-point Likert scale. The questionnaire consists of 25 items and five dimensions.

Work performances. A questionnaire was used to measure work performance according to references (Williams and Anderson 1991; Welbourne, Johnson, and Erez 1998; Kwahk and Park 2018). Responses were evaluated via a five-point Likert scale. The questionnaire has five items, which make up one dimension.

Risk-taking, Innovativeness, and Proactiveness were measured using the Individual Entrepreneurial Orientation (EMI) questionnaire (Bolton and Lane 2012). Respondents assess a seven-point Likert scale. The questionnaire has 10 items that make up three dimensions.

Achievement. To measure achievement, the eponymous dimension from the Attitude Toward Enterprise (ATE) Test questionnaire was used (Athayde 2009). Respondents assess a seven-point Likert scale. The dimension consists of four items.

Organizational commitment. Cook and Wall (1980) developed an instrument that measured Organizational Commitment. Responses were evaluated via a five-point Likert scale. The instrument has 9 items and three dimensions.

3.2. Participants and data collection

The research was carried out in organizations from five West Balkan countries: Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, and Serbia. Respondents were employed in organizations in these countries, with the sample comprising employees in conventional working arrangements and teleworking employees. Respondents completed the questionnaires online. 450 questionnaires were sent, a total of 324 questionnaires arrived, out of which 11 questionnaires were rejected because they were incomplete. Thus, the final sample consisted of a total of 313 valid

questionnaires. Of these, the sample has 151 employees in conventional working arrangements (48.24%), and 162 teleworking employees (51.76%). This sample distribution allows for comparative analysis between the two groups of employees.

4. Results

4.1. Descriptive statistics

The results of descriptive statistics, for national culture, big five, emotional intelligence, job performance, and organizational commitment dimensions, are given in Table 1. In this table, you can see the names dimensions, abbreviations, mean, standard deviation, and Cronbach's alpha for each dimension. Cronbach's alpha values range from 0.712 to 0.892.

4.2. Impact of national culture on job performance and organizational commitment

Coefficients of correlation between national culture and job performance and organizational commitment dimensions are given in Table 2 (for employees in conventional working arrangements and teleworking employees separately). Pearson correlation was used, * $p < 0.05$; ** $p < 0.01$. At the same time, in Table 2, the results of the examination of the moderator effect of the working method on the observed relations are presented. Hierarchical regression analysis was used. Pairs with a confirmed moderating effect are marked with shaded fields.

Although only three pairs in which a moderator effect occurs have been confirmed (Table 2), it is easy to see that the correlations are significantly stronger in employees in conventional working arrangements,

Table 1. Descriptive statistics

Dimensions	Abbr.	N	Min	Max	Mean	Std. Deviation	Cronbach's alpha
Uncertainty Avoidance	NC1	313	1.000	6.250	3.226	1.072	0.745
Future Oriented	NC2	313	1.000	6.000	2.648	0.982	0.792
Power Distance	NC3	313	1.600	7.000	6.161	0.851	0.830
Collectivism 1 - Institutional	NC4	313	1.500	7.000	4.065	0.985	0.737
Humane Orientation	NC5	313	1.000	6.200	3.719	0.987	0.720
Performance Orientation	NC6	313	1.000	6.667	2.577	1.134	0.712
Collectivism 2 - In-group	NC7	313	2.000	7.000	5.067	0.835	0.751
Gender Egalitarianism	NC8	313	1.000	6.500	3.278	1.380	0.746
Assertiveness	NC9	313	1.000	6.500	3.257	0.981	0.754
Extroversion	E	313	1.000	7.000	5.102	1.373	0.767
Agreeableness	A	313	1.500	7.000	5.477	1.122	0.795
Conscientiousness	C	313	1.500	7.000	5.635	1.239	0.849
Neuroticism	N	313	1.000	7.000	3.298	1.440	0.823
Openness to experience	O	313	1.000	7.000	5.755	1.142	0.796
Self-awareness	EI1	313	2.000	5.000	4.157	0.587	0.715
Self-regulation	EI2	313	1.400	5.000	3.824	0.668	0.785
Motivation	EI3	313	1.800	5.000	3.956	0.650	0.859
Empaty	EI4	313	2.200	5.000	4.125	0.595	0.739
Social skill	EI5	313	1.800	5.000	4.103	0.613	0.731
Work performances	WP	313	3.600	7.000	6.281	0.785	0.876
Risk-taking	RT	313	1.000	7.000	4.773	1.363	0.801
Innovativeness	IN	313	1.000	7.000	5.003	1.246	0.817
Proactiveness	PR	313	1.000	7.000	5.550	1.120	0.777
Achievement	ACH	313	1.000	7.000	5.083	1.339	0.892
Organizational identification	OCM1	313	1.000	5.000	3.696	1.212	0.868
Organizational involvement	OCM2	313	1.000	5.000	4.020	0.942	0.785
Organizational loyalty	OCM3	313	1.000	5.000	2.915	1.332	0.758
Valid N (listwise)		313					

while in teleworking employees there are almost no statistically significant correlations. Also, in teleworking employees there is no strong influence on organizational commitment, these effects are concentrated with employees in conventional working arrangements. This can be explained by the fact that employees in conventional working arrangements are far more in touch with national culture, they feel it more directly and more strongly, and they transfer that emotion to their organization in which they are physically much more present. There are two exceptions. First, teleworking employees are more affected by NC3 - Power Distance on ACH - Achievement. Secondly, in teleworking employees NC7 - Collectivism 2 - In-group has a much stronger effect on PR - Proactiveness. These relations are explained below when discussing the results of regression analysis.

Using Multiple Regression analysis, the predictive effect of the national culture dimensions (independent variables) on the job performance and organizational commitment (dependent variables) was examined. These results are given in Table 3. Bold font and shaded fields indicate results in which there is a statistically significant predictive effect.

Regression analysis in teleworking employees (Table 3) reveals somewhat more statistically significant predictive effects. Thus, NC2 - Future-Oriented

reduces RT - Risk-taking, and NC5 - Humane Orientation reduces RT - Risk-taking and IN - Innovativeness. The perception that society is future-oriented and people-oriented can lead to certain drowsiness, relaxation, and a reduced need to take risks and strive for innovation. Further, NC3 - Power Distance reduces RT - Risk-taking and ACH - Achievement. Teleworking employees may have a greater fear of power distance, precisely because they do not feel it directly: they know it exists, but they do not see it and do not know it, they are not used to dealing with it, so it makes them feel even more uncomfortable, unwillingness to take risks and futile struggles to achieve some personal goals. Then they close themselves even more in their safe zone of telework and watch their jobs, without too much desire to take risks, to fight, and invest too much energy. NC4 - Collectivism 1 - Institutional reduces OCM2 - Organizational involvement: the perception of increased institutional collectivism in society and commitment to the collective, in teleworkers can contribute to the expression of their weak involvement in achieving the well-being of the organization in which they telework. Only NC7 - Collectivism 2 - In-group has a positive predictive effect, on IN - Innovativeness and PR - Proactiveness. To understand this, it should be recalled that one typical item in the NC7 construct reads: "In this society, children generally live at home

Table 2. Coefficients of correlation between the national culture and job performance and organizational commitment dimensions (employees in conventional working arrangements and teleworking employees)

Working method		WP	RT	IN	PR	ACH	OCM1	OCM2	OCM3
Conv.	NC1	-0.045	0.031	0.043	0.030	0.075	0.195*	0.161*	0.205*
	NC2	-0.049	0.090	0.143	0.057	0.063	0.221**	0.191*	0.218**
	NC3	0.052	-0.051	-0.031	-0.083	-0.089	-0.192*	-0.126	-0.222**
	NC4	0.049	-0.003	-0.017	-0.013	0.088	-0.061	-0.043	-0.125
	NC5	-0.020	0.021	-0.085	-0.012	0.038	0.207*	0.107	0.117
	NC6	-0.080	0.087	0.051	0.031	0.078	0.278**	0.196*	0.230**
	NC7	0.083	0.084	0.045	0.035	0.150	0.065	0.072	0.022
	NC8	0.093	-0.006	-0.036	0.149	0.117	0.196*	0.156	0.168*
	NC9	0.100	0.062	0.034	0.005	0.036	0.230**	0.218**	0.156
Telework	NC1	-0.129	-0.022	-0.016	-0.059	0.035	0.078	0.052	0.088
	NC2	0.011	-0.113	0.038	-0.014	-0.039	0.036	-0.001	-0.052
	NC3	0.132	-0.152	-0.096	-0.056	-0.194*	-0.100	-0.029	-0.094
	NC4	-0.078	0.065	0.099	0.053	0.071	-0.072	-0.130	-0.075
	NC5	-0.009	-0.149	-0.089	-0.037	-0.116	0.111	0.052	0.088
	NC6	-0.076	0.027	0.025	-0.062	-0.052	0.124	0.065	0.063
	NC7	0.059	-0.020	0.138	0.184*	-0.020	0.015	0.095	-0.047
	NC8	-0.015	0.033	-0.061	-0.113	-0.037	0.107	0.077	0.044
	NC9	0.010	-0.052	0.017	0.018	-0.103	0.147	0.110	0.025

*p<0.05; **p<0.01

Table 3. Regression analysis (independent variables: national culture dimensions; dependent variables: job performance and organizational commitment dimensions) (teleworking employees)

Depend.	NC1	NC2	NC3	NC4	Indep. NC5 β	NC6	NC7	NC8	NC9	R ²	F	Sig.
WP	-0.141	0.078	0.139	-0.071	0.040	-0.021	0.078	0.014	0.041	0.049	0.872	0.552
RT	-0.005	-0.181	-0.220	0.095	-0.248	0.062	-0.002	0.060	0.018	0.100	1.876	0.060
IN	-0.037	0.000	-0.120	0.081	-0.179	0.060	0.166	-0.099	0.040	0.067	1.219	0.288
PR	-0.052	-0.027	-0.113	0.037	-0.063	-0.056	0.214	-0.149	0.071	0.075	1.366	0.208
ACH	0.093	-0.057	-0.309	0.078	-0.139	-0.122	-0.004	-0.004	-0.078	0.102	1.912	0.054
OCM1	0.024	-0.037	-0.044	-0.088	0.031	0.037	-0.023	0.033	0.101	0.037	0.658	0.746
OCM2	0.029	-0.045	0.006	-0.147	-0.019	0.035	0.088	0.014	0.095	0.042	0.734	0.677
OCM3	0.091	-0.098	-0.093	-0.083	0.085	0.010	-0.065	0.000	-0.024	0.039	0.678	0.728

with their parents until they get married". Thus, the perception of high group collectivism may also indicate a perception of low standard, so teleworkers become motivated by innovativeness and proactiveness. The values of the corrected determination indexes R² are not statistically significant.

4.3. Impact of Big Five personality traits on job performance and organizational commitment

Coefficients of correlation between the big five and job performance and organizational commitment dimensions are given in Table 4 (for employees in conventional working arrangements and teleworking employees separately). Pearson correlation was used, * p < 0.05; ** p < 0.01. At the same time, in Table 4, the results of the examination of the moderator effect of

the working method on the observed relations are presented. Hierarchical regression analysis was used. Pairs with a confirmed moderating effect are marked with shaded fields.

Hierarchical regression analysis confirmed only three pairs in which a statistically significant moderating effect occurs (Table 4). In other cases, not only is there no moderating effect, but the impacts are variable: some are stronger in employees in conventional working arrangements and some in teleworking employees. That is why the focus is on three relations where there is moderation. First, C-Conscientiousness has a stronger effect on WP-Work performances in employees in conventional working arrangements. Teleworkers usually have some deadlines within which they have to do their part of the job, so whether they are conscientious or not, they usually have to finish the job. Second, A - Agreeableness has a greater impact on OCM2 - Organizational involvement in teleworking

Table 4. Coefficients of correlation between the big five personality traits and job performance and organizational commitment dimensions (employees in conventional working arrangements and teleworking employees)

Working method		WP	RT	IN	PR	ACH	OCM1	OCM2	OCM3
Conv.	E	0.056	0.329**	0.297**	0.094	0.451**	0.167*	0.238**	0.103
	A	0.244**	0.099	0.145	0.177*	0.140	-0.049	0.009	-0.011
	C	0.624**	0.180*	0.106	0.430**	0.346**	0.079	0.284**	0.078
	N	-0.265**	-0.262**	-0.177*	-0.259**	-0.339**	-0.071	-0.073	-0.076
	O	0.181*	0.398**	0.545**	0.347**	0.480**	0.154	0.173*	0.007
Telework	E	0.176*	0.224**	0.256**	0.200*	0.441**	0.208**	0.209**	0.048
	A	0.430**	-0.013	0.001	0.100	0.017	0.124	0.227**	0.054
	C	0.475**	0.164*	0.160*	0.470**	0.312**	0.101	0.227**	-0.015
	N	-0.211**	-0.205**	-0.018	-0.162*	-0.150	-0.129	-0.177*	-0.071
	O	0.371**	0.467**	0.517**	0.423**	0.513**	0.125	0.173*	-0.036

*p<0.05; **p<0.01

employees. In conventional conditions, "agree employees" are desirable to most bosses because of their cooperation, tolerance, and altruism. Then, knowing they are a favorite with supervisors, "agree" employees in conventional working arrangements can relax and be less involved. "Agree" teleworking employees do not have as much opportunity to please bosses, they have to do their part of the job, so their conciliation certainly contributes to the engagement for the benefit of the organization. Third, O - Openness has a stronger effect on WP - Work performances in teleworking employees. Telework usually involves the application of modern IC technologies, new approaches to problem-solving, continuous learning, and improvement, which suits better to open people. They, as creative and unconventional people, can especially stand out in performances, if their way of working is like that - unconventional, remote.

Using Multiple Regression analysis, the predictive effect of the national culture dimensions (independent variables) on the job performance and organizational commitment (dependent variables) was examined. These results are given in Table 5. Bold font and shaded fields indicate results in which there is a statistically significant predictive effect.

Regression analysis for teleworking employees (Table 5) reveals several predictive effects. They are most concentrated in dimension O - Openness (the explanation is similar to correlation analysis). It is obvious that this attitude is further transferred to the job performance of open people. The influence of Dimension C - Conscientiousness is also expressed: reliability, self-discipline, and organization can only have a favorable effect on job performances. A - Agreeableness statistically significantly and positively predicts WP - Work performances, but statistically significantly and negatively predicts RT - Risk-taking and ACH - Achievement. Finally, E - Extroversion has

a beneficial effect on ACH - Achievement, but also on OCM1 - Organizational identification. Extrovert people, as optimists, assertive and dominant, may have an increased desire to stand out in society, and therefore have greater achievement. Also, due to their friendliness and communication, they can more easily feel like part of the company and be proud of their work, and as a result, their identification with the organization grows. The values of the corrected determination indexes R^2 are relatively high and statistically significant for all job performances and OCM2 - Organizational involvement.

4.4 Impact of emotional intelligence personality traits on job performance and organizational commitment

Coefficients of correlation between emotional intelligence and job performance and organizational commitment dimensions are given in Table 6 (for employees in conventional working arrangements and teleworking employees separately). Pearson correlation was used, * $p < 0.05$; ** $p < 0.01$. At the same time, in Table 6, the results of the examination of the moderator effect of the working method on the observed relations are presented. Hierarchical regression analysis was used. Pairs with a confirmed moderating effect are marked with shaded fields.

Hierarchical regression analysis revealed a slightly higher number of pairs with a moderating effect of the working method (Table 6). As a rule, correlations are stronger in employees in conventional working arrangements than in teleworking employees, and the same tendency occurs in cases where there is no statistically significant moderating effect. This can be explained by the reduced direct social interaction in teleworking employees, who actually need emotional

Table 5. Regression analysis (independent variables: big five dimensions; dependent variables: job performance and organizational commitment dimensions) (teleworking employees)

Depend.	Indep.					R^2	F	Sig.
	E	A	C β	N	O			
WP	-0.041	0.307	0.358	0.075	0.217	0.360	17.516	0,000
RT	0.066	-0.179	0.011	-0.118	0.449	0.253	10.566	0.000
IN	0.087	-0.126	0.057	0.131	0.533	0.305	13.662	0.000
PR	0.012	-0.078	0.411	0.065	0.326	0.315	14.323	0.000
ACH	0.293	-0.189	0.184	0.024	0.394	0.382	19.257	0.000
OCM1	0.173	0.055	0.014	-0.072	0.020	0.056	1.853	0.106
OCM2	0.128	0.139	0.129	-0.054	0.032	0.103	3.570	0.004
OCM3	0.065	0.047	-0.050	-0.088	-0.082	0.016	0.492	0.782

Table 6. Coefficients of correlation between the emotional intelligence and job performance and organizational commitment dimensions (employees in conventional working arrangements and teleworking employees)

Working method		WP	RT	IN	PR	ACH	OCM1	OCM2	OCM3
Conv.	EI1	0.378**	0.321**	0.280**	0.309**	0.367**	0.255**	0.201*	0.136
	EI2	0.322**	0.389**	0.489**	0.365**	0.523**	0.295**	0.263**	0.263**
	EI3	0.513**	0.405**	0.284**	0.511**	0.507**	0.208*	0.267**	0.141
	EI4	0.244**	0.349**	0.363**	0.293**	0.377**	0.254**	0.243**	0.199*
	EI5	0.266**	0.332**	0.351**	0.251**	0.346**	0.266**	0.249**	0.164*
Telework	EI1	0.323**	0.223**	0.185*	0.203**	0.241**	0.115	0.185*	0.015
	EI2	0.167*	0.358**	0.234**	0.237**	0.286**	0.222**	0.207**	0.139
	EI3	0.343**	0.335**	0.328**	0.401**	0.328**	0.176*	0.243**	0.052
	EI4	0.278**	0.142	0.169*	0.246**	0.287**	0.121	0.191*	0.050
	EI5	0.267**	0.195*	0.179*	0.294**	0.302**	0.180*	0.261**	0.130

*p<0.05; **p<0.01

intelligence less and it helps them less at work. In telework, things are based on electronic communication, and very importantly, on results. There is no room to directly influence superiors and associates in a direct conversation with an emotional skill: the work done speaks for itself. It should not be forgotten that correlations in teleworking employees are still statistically significant and positive, just weaker than in employees in conventional working arrangements. At the same time, emotional intelligence influences job performances more than organizational commitment, which is more influenced by organizational and social aspects. The biggest impact is on ACH - Achievement, and the smallest on OCM3 - Organizational loyalty, so loyalty does not depend too much on personality traits and emotional intelligence. EI3 - Motivation and EI2 - Self-regulation have the greatest impact: motivated people will achieve the best performances, as well as people who are calm and know how to work under pressure.

Using Multiple Regression analysis, the predictive effect of the national culture dimensions (independent variables) on the job performance and organizational commitment (dependent variables) was examined. These results are given in Table 7. Bold font and shaded fields indicate results in which there is a statistically significant predictive effect.

Regression analysis for teleworking employees (Table 7) shows statistically significant predictive effects in a significant number of cases. Following the results of the correlation analysis, the predictive effects of EI3 - Motivation and EI2 - Self-regulation stand out. It is interesting that now, due to the effect of a large number of independent variables, EI2 - Self-regulation has a negative effect on WP - Work performances. Too much composure and cold-bloodedness

may lead to calmness and relaxation, which results in a drop in work performance. It should also be noted that EI2 - Self-regulation has a positive effect on OCM3 - Organizational loyalty: stability can lead to the desire to stay in the organization.

Dimension EI5 - Social skill also appears as a significant predictor, on OCM2 - Organizational involvement and OCM3 - Organizational loyalty. Teleworking employees with better social skills understand that their involvement is necessary because of colleagues, since in teleworking conditions usually, everyone works as part of a team. For the same reason, EI5 - Social skill has a positive effect on PR - Proactiveness. Also, social skills contribute to the establishment of quality communication and good relations with colleagues, which means that such employees are attached to people in the organization, so their loyalty may stem from there. Finally, there is the negative effect of EI1 - Self-awareness on OCM3 - Organizational loyalty. Self-conscious teleworking employees, who know themselves and their emotions, may be dissatisfied because they think they deserve more and better, so their loyalty declines. In support of this statement is the fact that EI1 - Self-awareness has a negative (but not statistically significant) effect on other organizational commitment dimensions, and especially on involvement: as if they do not even want to identify, so as not to "admit" that they are satisfied with the organization and to leave room for eventual departure. The positive effect on WP - Work performances, shows that high self-awareness teleworkers can be diligent, efficient, and high quality, but they certainly think they deserve better. The values of the corrected determination indexes R^2 are statistically significant for all observed dependent variables, except for OCM3 - Organizational loyalty.

Table 7. Regression analysis (independent variables: emotional intelligence dimensions; dependent variables: job performance and organizational commitment dimensions) (teleworking employees)

Depend.	EI1	EI2	Indep. EI3 β	EI4	EI5	R ²	F	Sig.
WP	0.238	-0.279	0.354	0.074	0.009	0.175	6.603	0.000
RT	-0.123	0.285	0.187	-0.085	0.135	0.151	5.562	0.000
IN	-0.105	0.037	0.329	0.045	0.043	0.113	3.960	0.002
PR	-0.216	-0.045	0.453	0.009	0.241	0.200	7.819	0.000
ACH	-0.164	0.130	0.217	0.121	0.154	0.150	5.492	0.000
OCM1	-0.192	0.247	0.044	-0.062	0.229	0.074	2.503	0.033
OCM2	-0.101	0.067	0.161	-0.083	0.293	0.095	3.277	0.008
OCM3	-0.254	0.277	-0.074	-0.121	0.309	0.065	2.175	0.060

5. Discussion

5.1. Discussion of relations between national culture and job performance and organizational commitment

In Table 2, this research showed that national culture has a much greater impact on organizational commitment among employees in a conventional working arrangements. This finding is a natural sequence because these employees are more exposed to the national culture in the workplace, share their values with colleagues and engage in cultural exchange at work. Such findings have been confirmed in other studies (Liu Tsui, and Kianto 2021; Breuer, Riesener, and Salzmann 2012; Top et al. 2015; Jung and Takeuchi 2013; Gelade, Dobson, and Auer 2008). Unlike them, national culture has a negative effect on certain dimensions of job performance, such as RT - Risk Taking, among teleworkers. Teleworking employees are significantly less connected with colleagues and national culture has no significant impact on their overall work performance and organizational commitment. National culture can affect the percentage of teleworkers (Wojčák, and Baráth 2017), but in the absence of research, it is not clear whether the influence of national culture manifests itself in job performance and organizational culture among teleworking employees.

In Table 3, we can clearly see the negative influence of the dimensions of national culture among teleworking employees: NC2 - Future oriented on RT - Risk-taking, NC5 - Human orientation on RT - Risk-taking, and IN - Innovativeness and NC3 - Power distance on RT - Risk-taking and ACH - Achievement. Such influences can be explained by the fact that in a society that is too oriented towards people and the future people may more often strive for security, so it will be less willing to take risks. It is natural that teleworking

employees are afraid of power distance, because they are not exposed to colleagues and subordinates every day. At the same time, NC 4 – Collectivism 1 Institutional reduces OCM 2 - Organizational involvement among teleworking employees. These employees generally like their way of working and it is possible that their orientation towards the company reduces their desire for additional involvement, they just want to do their job. On the other hand, NC7 - Collectivism 2 In Group, has a positive effect on IN - Innovativeness and PR - Proactiveness, which additionally indicates that teleworking employees focus on their work, and that interaction with colleagues inspires them to work better.

Based on the above, it can be concluded that hypothesis H1a has not been confirmed, but hypothesis H1b has been partially confirmed because there are certain statistically significant predictive effects. Hypothesis H1c is partially confirmed because the working method (conventional working arrangements/teleworking) is not a strong moderator in the observed relations. Statistically significant moderating effects exist in only a few cases, so the impacts are generally stronger in employees in conventional working arrangements.

5.2. Discussion of relations between Big Five personality traits and job performance and organizational commitment

In the Table 4 within employees in conventional working arrangements, there is a stronger influence of C - Conscientiousness on WP - Work Performances, than in their teleworking colleagues. This can be justified by the fact that they are more exposed to the work environment and are directly informed about their

deadlines, as well as other people's activities, so they can have a better understanding of the complexity of certain work tasks. Research already confirms the impact of the Big Five on Job Performance in conventional working arrangements (Lan, Wong, and Zeng 2021; Perera, Granziera, and McIlveen 2018; Yang and Hwang 2014; Paleczek, Bergner, and Rybnicek 2018). A similar conclusion was presented in (Bakker, Demerouti, and ten Brummelhuis 2012). Social skills can have a great influence in this relationship in employees in conventional working arrangements (Witt, and Ferris 2003).

Within teleworking employees, the impact of O - Openness on WP - Work Performance is significantly greater than within employees in conventional working arrangements. Teleworking employees must be ready for changes, they must be open to learning and improving themselves, and this can certainly have a positive effect on their work performance. Torten, Reaiche, and Caraballo (2016) make a similar point. Within teleworking employees, A - Agreeableness has a great influence on OCM2 - Organizational involvement. These employees are more engaged in work, less exposed to distractions, and must make an extra effort in communication to clearly demonstrate their commitment, because they do not have the advantage of being surrounded by their colleagues and superiors.

Table 5 shows the predictive effects, most of which are gathered around the O - Openness dimension. First of all, this result can be considered consistent with the findings of Marhadi and Hendarman (2020), who found that openness has a positive effect on attitudes toward telework. O - Openness has a positive effect on all dimensions of Job performance. Also, a positive impact on job performance among teleworking employees was observed in the dimensions of C - Conscientiousness, A - Agreeableness, and E - Extroversion. The negative influence of A - Agreeableness was observed for the dimensions RT - Risk-taking and ACH - Achievement. "Agree" people can easily have a more emphasized fear of risk, or simply, a lower need to take risks, as well as a lower need to achieve because they are generally satisfied with what they are, but they can certainly have high job performance. Clark, Karau, and Michalisin (2012) found that agreeableness causes positive attitudes toward telecommuting. Perhaps these favorable attitudes support the previous statements: "agree people" are by nature conciliatory, relatively easily become satisfied, do not want to take risks, and do not have a high need for achievement, but a positive attitude still leads them to good work performance. E - Extroversion, on the other hand, has a positive effect

on ACH - Achievement and OCM1 - Organizational identification, which is natural; extroverted employees have a desire to stand out, and will achieve this in a teleworking work environment.

Based on the above, it can be concluded that hypothesis H2a and H2b have been confirmed, because there are statistically significant influences and predictive effects, in a large number of cases. Hypothesis H2c is partially confirmed because the working method (conventional working arrangements/teleworking) is not a strong moderator in the observed relations. Statistically significant moderating effects exist in only a few cases.

5.3. Discussion of relations between emotional intelligence and job performance and organizational commitment

Table 6 shows the correlations of emotional intelligence and job performance and organizational commitment. All significant correlations are on the side of the employees in conventional working arrangements, which is natural, because they are directly exposed every day to the work environment and engage in interactions in which they must use their emotional and social intelligence. It is interesting to note that emotional intelligence has a greater influence on job performance than on organizational commitment, and the weakest influence is on the dimension of OCM3 - Organizational loyalty. Motivated employees are the most goal-oriented. When talking about teleworking employees, it is EI3 - Motivation and EI2 - Self-regulation that have the most positive effects on job performance. It is surprising that EI2 - Self-regulation has a negative effect on the WP - Work Performance dimension, but according to Clark, Karau, and Michalisin (2012), emotional stability negatively affects attitudes toward telework, so even such an attitude can adversely affect the work performance of high self-regulation people, in teleworking conditions. But, such people take risks more easily (positive predictive effect on RT - Risk-taking) and have higher values of OCM3 - Organizational Loyalty. In general, these results of the emotional intelligence dimensions can be considered consistent with the results of Neary and Hingst (2014), who found that emotional intelligence reduces work-related stress in teleworking employees and prevents unwanted behavior.

EI5 - Social Skills have a positive effect on OCM2 - Organizational involvement, OCM3 - Organizational loyalty, and PR - Proactiveness, which is a very natural sequence, because employees with good social skills

create better teams. This is especially important for teleworking employees, who, due to the way they work, are not in a situation to socialize sufficiently with their colleagues. EI1 - Self-awareness has a positive impact on WP - Work Performance, but a negative impact on all other dimensions of job performance and organizational commitment, which shows that employees who know their worth and do their job well will not be loyal to their company.

Based on the above, it can be concluded that hypothesis H3a and H3b have been confirmed, because there are statistically significant influences and predictive effects, in a large number of cases. Hypothesis H3c was confirmed because the working method (conventional working arrangements/teleworking) is the moderator in the observed relations. Statistically significant moderating effects exist in several cases, with correlations being stronger in employees in conventional working arrangements than in teleworking employees.

6. Conclusion

In teleworking employees, national culture has very little influence on job performances and organizational commitment, but there are some negative predictive effects NC2 - Future-Oriented, NC5 - Humane Orientation, NC3 - Power Distance and NC4 - Collectivism 1 - Institutional, as well as positive effect NC7 - Collectivism 2 - In-group. The big five dimensions have a significant impact on the observed dependent variables, in teleworking employees, and especially the positive predictive effects O - Openness, C - Conscientiousness, and E - Extroversion, as well as the effects of the variable direction A - Agreeableness. Emotional intelligence has a strong and positive effect on job performances and organizational commitment in teleworking employees, especially EI3 - Motivation and EI2 - Self-regulation, but there are also some negative effects. Regression analysis showed that EI2 - Self-regulation, and EI1 - Self-awareness can also have a negative effect on some dimensions. In general, in teleworking employees, of the three groups of observed independent variables, personal variables (the big five personality traits and emotional intelligence) have a stronger effect on job performances and organizational commitment than national culture. By comparing employees in conventional working arrangements and teleworking employees, it can be concluded that national culture and emotional intelligence have a greater impact on job performances and organizational commitment in employees in conventional working arrangements than in teleworking employees. Big five

personality traits in some cases work more strongly in employees in conventional working arrangements, while in some cases they work more powerfully in teleworking employees. Teleworking employees are less influenced by the environment, and thus less influenced by national culture. There are also some exceptions. Due to the direct social interaction, emotional intelligence helps employees in conventional working arrangements work more, while teleworkers value more the results of their work. Teleworking employees have fewer opportunities to use emotional intelligence in achieving business goals.

The theoretical contribution of the paper is that the influences of three groups of factors on job performances and organizational commitment in teleworking employees have been established, which has not been done enough so far. In this way, the theoretical basis is deepened and new relations between constructs are established because the topic of telework is very important and has proven to be a trend that will continue to grow even after the pandemic. Therefore, it is very important to explore these relationships. Thus, the national culture in the area of the Western Balkans does not have a great influence on job performance and organizational commitment among teleworking employees, but it is necessary to examine whether it affects decision-making, human resource management, leadership style, communication, and motivation among teleworking employees. Also, emotional intelligence and big five can influence problem-solving and communication, and these relationships have not been sufficiently investigated in teleworking employees, which can be important, due to the specificity of communication of these employees. Examining the aforementioned relationships are recommendations for further research.

The practical significance of the paper is that managers, taking into account the presented results and discussions, can better understand the needs, abilities, and preferences of teleworking employees. In particular, the results can be applied in the process of recruiting and selecting when hiring teleworkers, so that the employer would decide what kind of employees they want, in terms of some personal traits. Also, the obtained data can be used in determining the appropriate responsibilities, predicting certain behaviors and capabilities of individual teleworkers, as well as their organizational commitment (identification, involvement, and loyalty). Teleworking managers can use some of these findings to create better management techniques, a better communication system between teleworking employees, but also to create a reward system that will be suitable for this method of work, because remote employees show lower levels of

loyalty in certain cases. All this is especially important in the conditions of the Covid-19 pandemic when telework became an increasingly dominant form of work in Balkan and world.

The limitation of the research is the sample, which comes from the countries of the West Balkan region, and which is characterized by a certain national culture and standard of living. It can be assumed that similar relations could occur in some other countries and regions, especially where there are similar cultural and economic conditions. These limitations can also serve as recommendation for future research: these relations can be inspected in a different culture.

This paper was supported by the Provincial Secretariat for Science and Technological Development, Autonomous Province of Vojvodina, Republic of Serbia; Project number: 142-451-2706/2021; Project name: Analysis of entrepreneurial activity aspects in the context of society 5.0 - the possibility of implementation in AP Vojvodina.

References

- Ahuja, A. (2011). Emotional Intelligence as a Predictor of Performance in Insurance Sector. *Asia Pacific Business Review* 7 (2): 121–135.
- Alessandri, G. and Vecchione, M. (2012). The higher-order factors of the Big Five as predictors of job performance. *Personality and Individual Differences* 53 (6): 779–784.
- Al-Jabari, B. and Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal* 11 (1): 78-119.
- Athayde, R. (2009). Measuring Enterprise Potential in Young People. *Entrepreneurship Theory and Practice* 33 (2): 481-500.
- Bakker, A.B., Demerouti, E., and ten Brummelhuis, L.L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior* 80 (2): 555-564.
- Bande, B., and Fernández-Ferrín, P. (2015). How and When Does Emotional Intelligence Influence Salesperson Adaptive and Proactive Performance? *European Management Review* 12 (4): 261–274.
- Barling, J. and Cooper, C.L. (2008). *The SAGE handbook of organizational behavior*. SAGE Publications Ltd: Thousand Oaks, California, US.
- Barrick, M.R., Mount, M.K., and Judge, T.A. (2001). Personality and performance at the beginning of the new millennium. what do we know and where do we go next? *International Journal of Selection and Assessment* 9 (1/2): 9-30.
- Benson, G. S., McIntosh, C. K., Salazar, M., and Vaziri, H. (2020). Cultural values and definitions of career success. *Human Resource Management Journal* 30 (3): 392-421.
- Blaik Hourani, R., Litz, D. R., and Parkman, S. (2020). Linking emotional intelligence to professional leadership performance standards. *International Journal of Leadership in Education*: 1–32.
- Bohlmann, C., van der Bosch, J., and Zachen, H. (2018). The relative importance of employee green behavior for overall job performance ratings: A policy-capturing study. *Corporate Social Responsibility and Environmental Management* 25: 1002-1008.
- Bolton, D.L. and Lane, M.D. (2012). Individual Entrepreneurial Orientation: development of a measurement instrument. *Education + Training* 54 (2/3): 219-233.
- Boubakri, N., Chkir, I., Saadi, S., and Zhu, H. (2020). Does national culture affect corporate innovation? International evidence. *Journal of Corporate Finance* 101847.
- Breuer, W., Riesener, M., and Salzmann, A. J. (2012). Risk aversion and individualism: what drives risk taking in household finance? *The European Journal of Finance* 20 (5): 446–462.

- Buccioli, A., Guerrero, F., and Papadovasilaki, D. (2021). Financial risk-taking and trait emotional intelligence. *Review of Behavioral Finance* 13 (3): 259-275.
- Choi, D., Oh, I.-S., and Colbert, A.E. (2015). Understanding organizational commitment: a meta-analytic examination of the roles of the five-factor model of personality and culture. *Journal of Applied Psychology* 100 (5): 1542-1567.
- Choudhury, P., Crowston, K., Dahlander, L., Minervini, M. S., and Raghuram, S. (2020). GitLab: work where you want, when you want. *Journal of Organization Design* 9 (1).
- Clark, L.A., Karau, S.J., and Michalisin, M.D. (2012). Telecommuting Attitudes and the 'Big Five' Personality Dimensions. *Journal of Management Policy and Practice* 13 (3): 31-46.
- Cook, J. and Wall, T. (1980). New Work Attitude Measures of Trust, Organizational Commitment and Personal Need Non-Fulfilment. *Journal of Occupational Psychology* 53: 39-52.
- Cubel, M., Nuevo-Chiquero, A., Sanchez-Pages, S., and Vidal-Fernandez, M. (2016). Do Personality Traits Affect Productivity? Evidence from the Laboratory. *The Economic Journal* 126 (592): 654-681.
- Davidescu, A.A.-M., Apostu, S.-A., Paul, A., and Casuneanu, I. (2020). Work flexibility, Job Satisfaction, and Job Performance among Romanian Employees – Implications for Sustainable Human Resource Management. *Sustainability* 12 (15): 6086.
- De La Cruz, H., D'Urso, P. A., and Ellison, A. (2014). The Relationship Between Emotional Intelligence and Successful Sales Performance in the Puerto Rico Market. *Journal of Psychological Issues in Organizational Culture*, 5(3), 6-39.
- Deckert, C. and Schomaker, R. M. (2018). Cultural Impacts on National Innovativeness: Not Every Cultural Dimension Is Equal. *Cross-Cultural Research* 106939711879970.
- Diab-Bahman, R. and Al-Enzi, A. (2020). The impact of COVID-19 pandemic on conventional work settings, *International Journal of Sociology and Social Policy* 40 (9/10): 909-927.
- Ellis, D. R. (2012). Exploring cultural dimensions as predictors of performance management preferences: the case of self-initiating expatriate New Zealanders in Belgium. *The International Journal of Human Resource Management* 23 (10): 2087-2107.
- Erdheim, J., Wang, M., and Zickar, M. J. (2006). Linking the Big Five personality constructs to organizational commitment. *Personality and Individual Differences* 41 (5): 959-970.
- Faria, N., Ramalhal, T., and Bernardes Lucas, P. (2019). Scoping review: the emotional intelligence of nurses in the clinical care environment. *Annals of Medicine* 51 (1): 206-206.
- Farrukh, M., Ying, C.W., and Mansori, S. (2017). Organizational commitment: an empirical analysis of personality traits. *Journal of Work-Applied Management* 9 (1): 18-34.
- Felstead, A. and Henseke, G. (2017). Assessing the growth of remote working and its consequences for effort, well-being and work-life balance. *New Technology, Work and Employment* 32 (3): 195-212.
- Fujino, Y., Tanaka, M., Yonemitsu, Y., and Kawamoto, R. (2014). The relationship between characteristics of nursing performance and years of experience in nurses with high emotional intelligence. *International Journal of Nursing Practice* 21 (6): 876-881.
- Furnham, A., Eracleous, A., and Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of Managerial Psychology* 24 (8): 765-779.
- Gajendran, R. S. and Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology* 92: 1524-1541.
- Ganic, E., Babic-Hodovic, V., and Arslanagic-Kalajdzic, M. (2018). We are happz and we will stay, what about you? The cross-level impact of employee loyalty and performance on student loyalty. *South European Journal of Economics and Business* 13 (2): 7-18.
- Gelade, G. A., Dobson, P., and Auer, K. (2008). Individualism, Masculinity, and the Sources of Organizational Commitment. *Journal of Cross-Cultural Psychology* 39 (5): 599-617.
- Gelaidan, H.M., Al-Swidi, A., and Mabkhot, H.A. (2018). Employee Readiness for Change in Public Higher Education Institutions: Examining the Joint Effect of Leadership Behavior and Emotional Intelligence. *International Journal of Public Administration* 41: 150-158.
- Goleman, D. (2005). *Emotional intelligence*. U.S.A: Bentam book.
- Gosling, S.D., Rentfrow, P.J., and Swann, W.B.Jr. (2003). A very brief measure of the Big-Five personality domains. *Journal of Research in Personality* 37: 504-528.
- Gunavathy, D. J. S. and Ayswarya, M. R. (2011). Emotional Intelligence And Job Satisfaction As Correlates Of Job Performance - A Study Among Women Employed In The Indian Software Industry. *Paradigm* 15 (1-2): 58-65.
- Halkos, G. E. and Tzeremes, N. G. (2013). Modelling the effect of national culture on countries' innovation performances: A conditional full frontier approach. *International Review of Applied Economics* 27 (5): 656-678.
- Hardill, I. and Green, A. (2003). Remote working-altering the spatial contours of work and home in the new economy. *New Technology, Work and Employment* 18 (3): 212-222.
- Hermann, I. and Paris, C. M. (2020). Digital Nomadism: the nexus of remote working and travel mobility. *Information Technology & Tourism* 22 (3): 329-334.
- Higgs, M. (2004). A study of the relationship between emotional intelligence and performance in UK call centres. *Journal of Managerial Psychology* 19 (4): 442-454.

- Hogan, R. and Shelton, D. (2011). A socioanalytic perspective on job performance. *Human Performance* 11 (2/3): 129-144.
- House, R. J., Hanges, P. J., Ruiz-Quintanilla, S. A., Dorfman, P. W., Falkus, S. A., and Ashkanasy, N. M. (1999). *Cultural influences on leadership and organizations: Project Globe*. In W. H. Mobley, M. J. Gessner and V. Arnold (Ed.), *Advances in Global Leadership 2 ed.* (171-233) Bingley, UK: Emerald Group Publishing Ltd.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., and Gupta. V. (2004). *Leadership, culture, and organizations: The GLOBE study of 62 societies*. Thousand Oaks, CA: Sage.
- House, R.J., Javidan, M., Hanges, P., and Dorfman, P. (2002). Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. *Journal of World Business* 37 (1) 3-10.
- Iglesias-Pradas, S., Hernández-García, Á., Chaparro-Peláez, J., and Prieto, J. L. (2021). Emergency remote teaching and students' academic performance in higher education during the COVID-19 pandemic: A case study. *Computers in Human Behavior* 119: 106713.
- Ignat, A. A., and Clipa, O. (2012). Teachers' satisfaction with life, job satisfaction and their emotional intelligence. *Procedia - Social and Behavioral Sciences* 33: 498-502.
- Illiasenko, P., and Laidroo, L. (2019). National Culture and Bank Risk-taking: Contradictory case of individualism. *Research in International Business and Finance* 101069.
- Imamoglu, S.Z., Ince, H., Turkcan, H., and Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science* 158: 899-906.
- Jabbar, U. B., Saleem, F., Malik, M. I., Qureshi, S. S., and Thursamy, R. (2020). Abusive leadership and employee commitment nexus: Conservation of resources theory perspective. *Cogent Business & Management* 7 (1): 1857993.
- Jamal, M.T., Anwar, I., Khan, N.A., and Saleem, I. (2021), Work during COVID-19: assessing the influence of job demands and resources on practical and psychological outcomes for employees. *Asia-Pacific Journal of Business Administration* 13 (3): 293-319.
- Jan, S. U. and Anwar, M. A. (2019). Emotional Intelligence, Library use, and Academic Achievement of University Students. *Journal of the Australian Library and Information Association: 1-18*.
- Jang, Y., Ko, Y., and Kim, S. Y. (2016). Cultural correlates of national innovative capacity: a cross-national analysis of national culture and innovation rates. *Journal of Open Innovation: Technology, Market, and Complexity* 2 (1): 23.
- Jung, Y. and Takeuchi, N. (2013). Relationships among leader-member exchange, person-organization fit and work attitudes in Japanese and Korean organizations: testing a cross-cultural moderating effect. *The International Journal of Human Resource Management* 25 (1): 23-46.
- Kelliher, C. and Anderson, D. (2009). Doing more with less? Flexible working practices and the intensification of work. *Human Relations* 63 (1): 83-106.
- Khan, A., Masrek, M. N., and Nadzar, F. M. (2016). Emotional intelligence and job satisfaction of academic librarians: An assessment of the relationship. *Journal of Librarianship and Information Science* 49 (2): 199-210.
- Kreiser, P. M., Marino, L. D., Dickson, P., and Weaver, K. M. (2010). Cultural Influences on Entrepreneurial Orientation: The Impact of National Culture on Risk Taking and Proactiveness in SMEs. *Entrepreneurship Theory and Practice* 34 (5): 959-983.
- Kwahk, K.Y. and Park, D.H. (2018). Leveraging your knowledge to my performance: The impact of transactive memory capability on job performance in a social media environment. *Computer in Human Behavior* 80: 314-330.
- Lan, J., Wong, C.-S., and Zeng, G. (2021). Personality profiles for hospitality employees: Impact on job performance and satisfaction. *International Journal of Hospitality Management* 98: 103018.
- Lassk, F. G. and Shepherd, C. D. (2013). Exploring the Relationship Between Emotional Intelligence and Salesperson Creativity. *Journal of Personal Selling & Sales Management* 33 (1): 25-37.
- Leonardi, P. M. (2020). COVID and the New Technologies of Organizing: Digital Exhaust, Digital Footprints, and Artificial Intelligence in the Wake of Remote Work. *Journal of Management Studies*.
- Levitats, Z. and Vigoda-Gadot, E. (2017). Yours emotionally: How emotional intelligence infuses public service motivation and affects the job outcomes of public personnel. *Public Administration* 95 (3): 759-775.
- Liou, S.-R. (2008). An analysis of the concept of organizational commitment. *Nursing Forum* 43 (3): 116-125.
- Liu, G., Tsui, E., and Kianto, A. (2021). Knowledge-friendly organisational culture and performance: A meta-analysis. *Journal of Business Research* 134: 738-753.
- Mahmoud, M.A., Ahmad, S. and Poespowidjojo, D.A.L. (2020). Intrapreneurial behavior, big five personality and individual performance. *Management Research Review* 43 (12): 1499-1516.
- Mammadov, S. (2021). Big Five personality traits and academic performance: A meta-analysis. *Journal of Personality* 90: 222-255.
- Marhadi, A.B. and Hendarman, A.F. (2020). Identifying the Relationship between The Big Five Personality Traits and Attitudes towards Teleworking of Generation Z. *American International Journal of Business Management (AIJBM)* 3 (7): 76-85.
- Martin, B. and MacDonnell, R. (2012). Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes. *Management Research Review* 35: 602-616.

- Mishra, P. S., and Mohapatra, A. K. D. (2010). Relevance of Emotional Intelligence for Effective Job Performance: An Empirical Study. *Vikalpa* 35 (1): 53–62.
- Moon, T.-W., Hur, W.-M., Ko, S.-H., Kim, J.-W., and Yoo, D.-K. (2016). Positive Work-Related Identity as a Mediator of the Relationship between Compassion at Work and Employee Outcomes. *Human Factors Management* 26 (1): 84-94.
- Naderi Anari, N. (2012). Teachers: emotional intelligence, job satisfaction, and organizational commitment. *Journal of Workplace Learning* 24 (4): 256-269.
- Narayanamurthy, G. and Tortorella, G. (2021). Impact of COVID-19 outbreak on employee performance – Moderating role of industry 4.0 base technologies. *International Journal of Production Economics* 234: 108075.
- Neary, L. and Hingst, R. (2014). *Beyond the borders: the three Ts of contemporary protocols for efficient teleworking*. In: World Business, Finance and Management Conference (WBFM 2014): Research for Progress, 8-9 December 2014, Auckland, New Zealand.
- Nicholls, S., Wegener, M., Bay, D., and Cook, G. L. (2012). Emotional Intelligence Tests: Potential Impacts on the Hiring Process for Accounting Students. *Accounting Education* 21 (1): 75–95.
- Nyberg, A. J., Shaw, J. D., and Zhu, J. (2021). The People Still Make the (Remote Work-) Place: Lessons from a Pandemic. *Journal of Management* 014920632110235.
- O'Neill, T. A., and Allen, N. J. (2011). Personality and the prediction of team performance. *European Journal of Personality* 25 (1): 31–42.
- Ono, M., Sachau, D. A., Deal, W. P., Englert, D. R., and Taylor, M. D. (2011). Cognitive Ability, Emotional Intelligence, and the Big Five Personality Dimensions as Predictors of Criminal Investigator Performance. *Criminal Justice and Behavior* 38 (5): 471–491.
- Palczyk, D., Bergner, S., and Rybnicek, R. (2018). Predicting career success: is the dark side of personality worth considering? *Journal of Managerial Psychology* 33 (6): 437–456.
- Perera, H. N., Granziera, H., and McIlveen, P. (2018). Profiles of teacher personality and relations with teacher self-efficacy, work engagement, and job satisfaction. *Personality and Individual Differences* 120: 171–178.
- Perry, S. J., Rubino, C., and Hunter, E. M. (2018). Stress in remote work: two studies testing the Demand-Control-Person model. *European Journal of Work and Organizational Psychology* 5 (2): 40–55.
- Prince, N. R., Bruce Prince, J., and Kabst, R. (2020). National culture and incentives: Are incentive practices always good? *Journal of World Business* 55 (3): 101075.
- Rankin, B. (2013). Emotional intelligence: enhancing values-based practice and compassionate care in nursing. *Journal of Advanced Nursing* 69 (12): 2717–2725.
- Rodrigues, N. and Rebelo, T. (2019). Predicting innovative performance through proactive personality: Examining its criterion validity and incremental validity over the five-factor model. *International Journal of Selection and Assessment* 27 (1): 1-8.
- Rossberger, R. J. (2014). National Personality Profiles and Innovation: The Role of Cultural Practices. *Creativity and Innovation Management* 23 (3): 331–348.
- Ruiller, C., Van Der Heijden, B., Chedotel, F., and Dumas, M. (2018). You have got a friend. *Team Performance Management: An International Journal* 25 (1/2): 2-29.
- Sastre Castillo, M.Á. and Danvila Del Valle, I. (2017). Is emotional intelligence the panacea for a better job performance? A study on low-skilled back office jobs. *Employee Relations* 39 (5): 683-698.
- Selimović, J., Pilav-Velić, A., and Krndžija, L. (2021). Digital workplace transformation in the financial service sector: Investigating the relationship between employees' expectations and intentions. *Technology in Society* 66: 101640.
- Sembing, N., Nimran, U., Astuti, E.S., and Utami, H.N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis* 28 (5): 1113-1130.
- Skipper, C. O. and Brandenburg, S. (2013). Emotional intelligence and academic performance of engineering students. *Engineering Project Organization Journal* 3 (1): 13–21.
- Spagnoli, P. and Caetano, A. (2012). Personality and organisational commitment: The mediating role of job satisfaction during socialisation. *Career Development International* 17 (3): 255-275.
- Syed, N., Saeed, A., and Farrukh, M. (2015). Organization commitment and five factor model of personality: theory recapitulation. *Journal of Asian Business Strategy* 5 (8): 183-190.
- Torten, R., Reaiche, C., and Caraballo, E. (2016). Teleworking in the new millennium. *The Journal of Developing Areas* 50 (5): 317-326.
- Top, S., Öge, E., Atan, Ö., and Gümüş, S. (2015). Investigation Relational Levels of Intensity between Paternalistic and Servant Leadership Styles and National Culture, Organizational Commitment and Subordinate Responses or Reactions to the Leaders Style. *Procedia - Social and Behavioral Sciences* 181 (1): 12–22.
- Tutar, H., Oruç, E., Tuncay Erdem, A., and Serpil, H. (2020). Big Five personality traits and workplace spirituality: A mixed method study. *South East European Journal of Economics and Business* 15 (2): 96-108.
- Tziner, A., Waismal-Manor, R., Vardi, N., and Brodman, A. (2008). The Personality Dispositional Approach to Job Satisfaction and Organizational Commitment. *Psychological Reports* 103 (2): 435–442.

- Valliere, D. (2019). Refining national culture and entrepreneurship: the role of subcultural variation. *Journal of Global Entrepreneurship Research* 9 (1): 47-69.
- Van Aarde, N., Meiring, D., and Wiernik, B. M. (2017). The validity of the Big Five personality traits for job performance: Meta-analyses of South African studies. *International Journal of Selection and Assessment* 25 (3): 223-239.
- Wang, B., Liu, Y., Qian, J., and Parker, S. K. (2020). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology* 70 (1): 16-59.
- Wang, H., Guo, T., and Tang, Q. (2021). The effect of national culture on corporate green proactivity. *Journal of Business Research* 131: 140-150.
- Weinberger, L (2002). Emotional Intelligence: Its Connection to HRD Theory and Practice. *HRD Review* 1 (2): 215-243.
- Weiner, I.B., Schmitt, N.W., Highhouse, S. (2012). *Handbook of Psychology*. Wiley: New York, New York, US.
- Weiner, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review* 7: 418-428.
- Weisinger, H. (1998). *Emotional Intelligence at Work: The untapped edge for success*. San Francisco: Jossey-Bass.
- Welbourne, T.M., Johnson, D.E., and Erez, A. (1998). The Role-Based Performance Scale: Validity analysis of a theory-based measure. *Academy of Management Journal* 41 (5): 540-555.
- Williams, L.J. and Anderson, S.E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management* 17 (3): 601-617.
- Witt, L.A. and Ferris, G.R. (2003). Social skill as moderator of the conscientiousness-performance relationship: Convergent results across four studies. *Journal of Applied Psychology* 88 (5): 809-820.
- Wojčák, E. and Baráth, M. (2017). National Culture and Application of Telework in Europe. *European journal of Business Science and Technology* 3 (1): 65-74.
- Wong, Y., Everett, A.M., and Nicholson, J.D. (2008). National culture and innovation capability: some observations concerning Chinese-Americans. *Management Research News* 31 (9): 697-712.
- Yang, C.-L. and Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies* 8 (1): 6-26.
- Yarberry, S. and Sims, C. (2021). The Impact of COVID-19-Prompted Virtual/Remote Work Environments on Employees' Career Development: Social Learning Theory, Belongingness, and Self-Empowerment. *Advances in Developing Human Resources* 23 (3): 237-252.
- Yip, J. A. and Côté, S. (2012). The Emotionally Intelligent Decision Maker. *Psychological Science* 24 (1): 48-55.
- Zhang, S.J., Chen, Y.Q. and Sun, H. (2015). Emotional intelligence, conflict management styles, and innovation performance: An empirical study of Chinese employees. *International Journal of Conflict Management* 26 (4): 450-478.