**SUMMARY**

**Building Freelancer Organizational Commitment**

**in Schools of Foreign Languages**

The main goal of this dissertation was **to develop a reference model that describes ways of shaping organizational commitment of freelancers cooperating with schools of foreign languages.** The specific aims included identifying consequences of freelancer commitment, outlining organizational factors influencing freelancer commitment (assessed by both freelancers and school managers), and determining freelancer engagement levels.

In the research conducted for this dissertation, three research methods were applied: two internet surveys, ethnographic research, and expert research. The internet surveys enabled collection of data from language school owners (or managers) and freelance language teachers, and focused on various aspects connected with freelancer engagement and commitment. The ethnographic research was carried out in three language schools in the form of case studies (including observation and interviews) and its aim was to verify the results of both surveys results on building freelance teacher engagement and commitment. The expert research was carried out in the form of semi-structured interviews, with an aim to reveal similarities and differences between behaviors of committed and uncommitted employees and freelancers.

The thesis contains eight main chapters. The first four chapters are based on literature studies, whereas the other four chapters are based on empirical studies.

In **Chapter 1**, consideration was given to attitudes, their origins, and the ways of shaping them, with special attention paid to the organizational commitment seen as an attitude towards the organization. In **Chapters 2 and 3**, organization commitment and its determinants were discussed. **Chapter 4** concentrated on legal aspects of various employment ties between an organization and an employee with special attention paid to freelance cooperation.

**Chapter 5**, the first empirical chapter of the dissertation, presented the subject and goals of the thesis, as well as the hypotheses and methodology of the research. In **Chapter 6**, the results of the two surveys were discussed and a model of a committed freelancer was proposed. In **Chapter 7**, the results of the ethnographic research were is presented and three case studies carried out in three carefully chosen foreign language schools were are discussed. The chapter ended with the results of semi-structured interviews with seven experts in the field of HR management who outlined differences and similarities between behaviors of “job-contract” employees and freelancers. **Chapter 8** presented verification of the hypotheses, as well as the findings of all the research in the form of a reference model of building organizational commitment of freelancers cooperating with schools of foreign languages. The chapter ended with recommendations in the scope of shaping freelancer organizational commitment for owners and managers of schools of foreign languages.

**The Conclusion** of this dissertation contained a summary of the theoretical and empirical research carried out, the verification of the hypotheses, and discussion of the limitations met while conducting the research. Recommendations for further studies were also included.

An integral part of the dissertation are the lists of literature, tables, graphs, and drawings, and the attachments that include research tools and tables with statistical results.

**Key words**: freelancer, organizational commitment, engagement, attitudes, management styles, corporate culture, communication, psychological contract