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Preliminary frameworks and models for telework maturity within organisations

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Telemarketing: a feasible, productive and complementary solution in the competitive market? An exploratory study within local councils of the impact of telemarketing in terms of maturity, transition and transformation of working practices.

Qualitative frame

Telemarketing is a binary model of non-ICT work. Telemarketing is a three-part framework: (i) that is, process, product and/or output of a digital form; (ii) created out of digital environments of space and place; and (iii) with resources that is, paper, writing, audio and video applications of a digital form. Thus, telemarketing is a transformative work practice and one that is, at a level of significance, equal to an enhancement of, or an improvement to, the pre-transitional state of that work. Telemarketing would also be left and/or complexity to job function(s). Examples of process and output transformations include: writing; typing; paper reports to digital documents, and digital cabinets to databases and human interaction with the physical framework to online interactions within digital frameworks such as emails, forums, bulletin boards, VoIP (Voice over Internet Protocol) and streaming video. Compared to non-ICT related work forms, telework as per technological infrastructure is unique in terms of three concurrent aspects: (i) the capability to work at relatively higher standards of continuity that is, at any time as per asynchronous communication, to connect, operate and interact with others; (ii) the capability to work at any time, place and space, not only, at a distance from the designated or traditional, office place and space, and (iii) at a minimum, akin to, or consistent with organisational standards of non-ICT process, product and output. 

MICRO LEVEL organisation

Telemarketing

Whilst telemarketing is not a new concept or reality (World at Work, 2009. Cited In: Sener and Bhat, 2009, p.1) over many years it has not delivered widely in terms of modernisation of the workplace (Pyörälä, 2011, p.386). Existing levels of technology in terms of adoption rates and advancement has each contributed to and cemented the infrastructure layer (see figure 2) of the transformation process. Today, the infrastructure layer has materialised to the extent that it would now present a sustainable platform for telemarketing to exist in terms of longevity. As the size of each macro level layer correlates to time, subsequent layers would be formed in decreasing time scales. To avoid being left behind, the focus for telemarketing now switches to strategic and human resource capabilities within the organisation to adopt and implement telemarketing sooner rather than later, in order to maintain position and continuity ahead. Early positioning may also be a potential layer for future development. We do understand that in any type of change we may also be met with resistance or restraining forces to change. There can be a number of restraining forces that decelerate rates of change. At a macro level, organisations may seek a level of governance in terms of employment contracts and agreements to establish telework as an official working practice. Governance (see Gruber, 2010) would form two functions: firstly, a protection mechanism that is, to make official the teleworking infrastructure that is available to, and operating to the benefit of the organisation. Secondly, to promote and create an environment that is hospitable to telework that is, an alignment to a community of practice, namely, layer 3. Thus, governance would be a driving force of change. The transformer model would be a key tool for an assessment of the maturity of an organisation to telemarketing in terms of viability and feasibility. 

MACRO LEVEL organisation

Telemarketing

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Figure 1: Themes and taxonomy per transformer model

Themes and taxonomy

Taxonomy of telework would add to existing literature as there is no common framework of terms other than three broad categories namely, individual (human resource), organisation and environment (see Daniels et al., 2001). Taxonomies (figure 1) are derived from a review of relevant literature to reflect the existing state of telework. Taxonomies would provide a standardised and applicable framework of language for interpretation of research conducted at both organisational and micro levels. We find impacts of telemarketing (as reported by) consistent with the three themes or categories aforementioned. However, we draw an alignment of these themes to the meta-model (figure 2 above) and substitute each of the three themes with the first three micro and macro level layers (figure 1 opposite) namely: 1) foundation and infrastructure; 2) security and governance; and 3) teams and communities, respectively. Within each of these themes exist taxonomies at high and low levels. There are six high level taxonomies (figure 1) namely; individual, employment, culture, continuity, commuting and regulation. For each of these taxonomies there are, at least six low level forms. In this poster, we posit one low level example for each high level respectively in terms of telework (see Kesten, 2010). We find impacts of telemarketing (Greenhill and Wilson, 2006, p.96) and w) favourable outcomes with regard to the budget deficit (Kesten, 2010). To note, each of the low level taxonomies further divides into sub categories. We find taxonomies to be a complementary language form; to utilise with regard to case analysis and findings. Furthermore, we utilise a transformer model (figure 2 above) to assess data and feedback to stakeholders of an organisation.