University of Huddersfield Repository

Haq, K. A., Ward, Rupert and Wilkinson, Julie

Preliminary frameworks and models for telework maturity within organisations

Original Citation


This version is available at http://eprints.hud.ac.uk/13483/

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

http://eprints.hud.ac.uk/
Telework: a feasible, productive and complementary solution in the competitive market? An exploratory study within local councils of the impact of teleworking in terms of maturity, transition and transformation of working practices.

Qualitative frame

Telework is a binary model of non-ICT work. Telework is a three-part framework: i) a work 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, writing, audio and video applications of a digital form. Telework, thus, is a transformative work practice and one that is, to a level of significance, equal to an enhancement of, or an improvement to, the pre-maturity of that work. Telework would be the first and most or complexity to job function(s). Examples of process and output transformations include: writing to typing, paper reports to digital documents, data storage to databases and human interaction within 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 a 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 and place asynchronous communication, to connect, operate and interact with others; ii) the capability to work at any place, notably, 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.

Theme and taxonomy

Taxonomy of telework would lead 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 a standardised and applicable framework in terms of language for interpretation of research conducted at an organisational level. We find impacts of telework (as reported in the work) are generally 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, communication and regulation. For each of these taxonomies there are at least six low level forms. In this post, we posit one low level example for each high level respectively in terms of telework benefits: i) increasing efficiency (Shamir and Salomon, 1985); ii) recruitment benefits (Baruch, 2003); iii) teamwork (Pérez et al., 2005); iv) communication and team performance (Greenhill et al., 2010); v) favourable outcomes with regard to the budget deficit (Kbst, 2010); and vi) economical and human resource benefits (Kbst, 2009).