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Preliminary frameworks and models for telework maturity within organisations

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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, paper, 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-transformative state of that work. Telework would be altered and its complexity to job function(s). Examples of process and output transformations include: writing to typing, paper reports to digital documents, computers 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, any place; ii) the accessibility and access to work that is, at any time, any place; and iii) at a minimum, akin to, or consistent with organisational standards of non-ICT processes, product and output.

**Metrics and KPIs within qualitative frame**

Qualitative units of telework as per above represent identifiable units of working culture, the ability of such change that we have parameters within which to target our investigation. Councils would be representative of potential case studies for research involving in large part, metrics and KPIs that are established within this sector as per government protocol. Metrics and KPIs would provide a measure of the output and third measure the research of the impact of telework for an organisation. We would further posit data in a meaningful form in terms of themes and taxonomies.

**Telework maturity**

Whilst telework 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 (Pyörä, 2011, p.386).

**Themes and taxonomy**

Taxonomies 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 literature and reflect the existing state of telework. Taxonomies would provide a standardised and applicable framework in terms of language for interpretation of research conducted at various organisations. We focus on the impact of telework as reported by Lewin (1951), 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: i) foundation and infrastructure; ii) security and governance; and iii) 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, community 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 barriers: (i) housing (Shane and Kalman, 1984, Cited in: Bailey and Kurland, 2002, pp.383-384), (ii) recruitment potential (Baruch, 2003, Cited in: Baard and Thomas, 2010, p.2), (iii) teamwork (Pérez et al, 2005, p.98), (iv) efficiency (Hill et al, 2003. Cited in: Roberts and Bernos, 2006, p.532), (v) time and expense (Di Martino and Wirth et al, 2002, p.182) and (v) favourable outcomes with regard to the budget deficit (Kebest, 2010). To note, each of the low level taxonomies further divides into sub categories. We find taxonomies to be a comprehensive 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.

**References**


