



Teleworking Pilot Project

Research report for:

National Commission for the Promotion of Equality

September 2006

This document contains 240 pages

Executive Summary

Work methods are changing rapidly in today's world of work – with tasks increasingly becoming independent of the traditional place of work. This change is largely the result of the increasing reliance on computing and advanced telecommunications as an integral part of jobs. Significant improvements in information and communication technologies (ICTs) are seemingly daily occurrences in to-day's society, exemplified by advances in the Internet and broadband access, along with improvements in the access, cost and quality of mobile telephony and other wireless communications services. These augmented information and communications technologies enable a consistent change in the way many people work, shop, play and live. The implications of these changes are wide, varied and with deep reaching effects.

Yet, most organisations and individuals do not take advantage of this new 'location independence' of work – continuing to rely on costly, environmentally damaging commuting and work related car travel that features compromised productivities. This is largely attributed to the slow change of traditional organisations and associated cultures emerging from the industrial revolution – typified by self-contained, integrated structures operating in stable environments. Such organisations depended on a centralised physical location (office buildings and production plants), featuring a functional structure with boundaries defined by the physical structures and contractual relations, along with a rigidly centralised bureaucratic system.

Changes in:

- the competitive situation (internationalisation of markets, globalisation, demographic changes and shortened product lifecycles);
- the socio-economic aspects in
 - labour (ageing & demanding workforce),
 - market (prioritised quality aspects of service/products, globalisation of standards and internationalisation of demand), and
 - society (attitudes towards environment),
- the prioritisation of the innovation potential of ICT

force organisations to break from this traditional model and adopt new forms of work and management. Yet, the most impacting aspect is the innovation potential of ICT, arising from the declining costs of software and hardware, paralleled by the advent of the Personal

Computer, enabling most knowledge, data and service workers and managers to operate a PC on their desks.

Other factors like:

- the availability of user-friendly software enabling easy, fast and efficient use of the IT infrastructures;
- the increasing availability of business information from both internal and external databases providing essential information that supports a tenable competitive market position;
- the explosive development in technology and increasing convergence of telecommunications and computing (ICT), leading to the Information Society

perhaps are the more important factors that triggered the recent resurgence of interest in teleworking and new organisational forms. Such factors enable workers in location-dispersed and location-independent organisations to co-operate in the output of goods & services – involving the adoption of telecooperative approaches in managing resources (telemangement) and provision of services (telework). Indeed, both approaches are integrally reliant on ICT support.

Public agencies and institutions promote telework in recognition that various benefits accrue from the adoption of such flexible work arrangements – with results visible in terms of social, economic and environmental implications. This sets out a stark contrast against the initial reluctance among human resources in respect with telework, largely as a result of a level of scepticism demonstrated by trade unions. It is recognised that today, workers across Europe are increasingly keen to experiment and adopt telework as their standard way of participating in a nation's labour force. Such trend is expected to leave its mark in near future society, shaping the way people balance their work and life commitments in a rapidly evolving context that features unique jobs enabling the attraction and retention of skilled human resources (who would be otherwise unavailable).

Defining Telework

The search for a universally accepted definition of telework, suited for research, is a source of considerable contention and debate. As telework is an area of rapid change, clarification and definition of what telework means needs an urgent redress. The absence of a universally accepted definition renders measurements of extent and growth of telework difficult and incomparable between studies.

Nevertheless, some agreement seems to exist in respect to the meaning of telework as a term: a form of work arrangement that combines the concept of distance from the traditional workplace and the use of communication technologies. Indeed, the International Labour Organisation defined telework in 1990 as:

- work is performed in a location remote from central office or production facilities, thus separating the worker from personal contact with co-workers there; and
- new technology enables this separation by facilitating communication (ILO, 1990)

Rather than adopting a precise definition, researchers identified the key criteria that exemplify teleworking – relating to six definitional dimensions that comprise:

- Communication
- Content
- Location
- Organisation
- Time
- Travel

Trends

Various are the justifications why teleworking occupies a high priority in the European Union's agenda – evidenced by policy statements, programmes of encouragement, awareness campaigns and financial aid to innovative projects that proliferated in recent years. These efforts recognise the importance of an estimated 10 million teleworkers who contributed to Europe's Gross Domestic Product in 2000. Indeed, telework is estimated to relate to 6% of the European Union workforce (European Foundation for Quality of Living & Working Conditions, 2000). Equally significant is the observation that 4.9% of all European workers teleworked more than 25% of the time in 2000.

Telework is unevenly distributed in the European Union, featuring:

- Prominence in Nordic countries;
- Increased take up in North-Central European countries;
- Central-Mediterranean countries are still experimenting with telework as a means of work arrangement;

- The gap in telework take-up between countries with 'high teleworking' and countries with 'low teleworking' is possibly increasing rather than decreasing.

The above compares well with the situation in the US, where an estimated 21.5 million workers related to their primary job through a telework arrangement, whilst an additional 3 million persons teleworked in their secondary job. An estimated 1.2 million people worked at home in the US for both primary and secondary jobs. These statistics indicate how an estimated 10% of the total US workforce teleworked from home (BLS, 1997).

National variations within the EU also prevail. Countries with high levels of eWork tend to group into two broad categories:

- advanced high-tech economies such as Sweden, Finland and the Netherlands, using ICT technologies for a wide variety of eWork practices profusely;
- countries in Central, Eastern and Southern Europe such as Italy, Spain, Hungary, Poland and the Czech Republic, featuring very high levels of outsourcing that is sometimes rooted in economic systems that favour small firms or environments with a significant informal economy.

Significant are the observations pertaining to the low apparent levels of eWork in Ireland, Luxembourg and Portugal – observations that are, in part, the result of such countries' being classified as a single region. In contrast, larger economies (Germany, France and UK to a lesser extent) feature a lesser significant level of eWork owing to their sheer size, bringing the EU average down altogether.

In 2000, home-based teleworkers were a more common incidence in the Netherlands than in any other EU member state. This observation reflects a strong tradition of home-based working in this country, combined with an advanced use of IT and a relatively strong social protection system that encourages employee status. Also notable is Denmark's relative use of home-based telework arrangements – an aspect that featured highly in public debates associated with the negotiation of innovative collective agreements to cover this form of work by trade unions in the recent past.

Considered in its early stages of development, telework is frequently offered to workers on a voluntary basis – largely in line with a common belief that any positive results may not accrue when telework is imposed on unwilling employees. Trade Unions typically strived to ensure the voluntary principle in collective agreements where teleworking was introduced.

However, from a legal standpoint, it is debatable to what extent the employer can impose telework on the employee unless the parties concerned – employer, employees and trade union – agree on whether teleworking is applied.

Equally significant are the efforts exerted by Trade Unions to ensure that employees retain a right to return to traditional work arrangements following a spell in telework: the principle of 'right to return' is exemplified by specific clauses in a large number of collective agreements throughout Europe. This is particularly relevant in cases where teleworkers experience changes in domestic circumstances – marriage or relationship breakdowns or when if they have to move to a smaller house. Of Concern is the case when, in practical terms, an employee may not be in a position to refuse telework (in economic terms) especially when such offer is not accompanied by any alternatives except for the loss of a job.

Full-time Vs. Part-time Telework

Initially introduced in a number of contexts as a 'full-time' form of work, telework presently prevails as a 'part-time' feature in the labour landscape, largely as a result of employers opting to introduce a form of flexibility in otherwise regular, full-time jobs. 'Full-time' telework is considered as a significant antecedent for drawbacks commonly associated with work away from the centralised office/plant locations, exemplified by lack of social interaction, isolation and difficulties in combining work with family life, along with physical and psychological problems among teleworkers.

These drawbacks were significantly subdued in countries where telework was introduced as an 'alternate' feature in full-time regular work, as was the case of Germany. Indeed, work arrangements among German teleworkers feature the faculty for workers to work from home one or two days weekly, whilst working at the normal place of work on the other working days. Despite a seemingly suitable arrangement, this form of telework does not realise the full potential accruing from telework as employers still incur costs in maintaining and operating centralised facilities whilst employees do not benefit fully from optimally reduced commuting.

Telework in Malta

Malta's transformation into an Information Society is considered as a primary force behind the take up of telework among Maltese workers and employers. More significantly, Malta's ICT Strategy (2004 – 2006) is considered as an important stimulus in the Country's propelling use of

technology and associated advances in Malta's workforce efficiency, intent of connecting three quarters of Maltese households to the Internet by end of 2006. The same strategy, amongst other features, is intent on promoting the application of ICTs in day-to-day work activities, whilst catalysing the use of ICT as an effective management tool for strategic and tactical planning among Maltese enterprises. The effective promotion of ICT as a culture among Maltese SMEs provides an additional motivation among Maltese employers to adopt telework in increasingly ICT dependent jobs. This adoption is further encouraged by Malta's present ICT milieu (National Statistics Office, 2003):

- an estimated 38.0% of Maltese households feature a desktop computer among the items used by household members, while 31.3% of Maltese households had access to Internet;
- 30.5% of households had experienced basic computer training – with proportions receiving such training varying with age, and
- 26.8% of the Maltese population used the Internet and 25.7% of the Maltese had a personal e-mail address. In addition, an estimated 2.9% of the Maltese used the Internet to find information related to work or business, while 2.3% used the Internet to send work carried out at home to the work place. These proportions translate into 58.0% of Internet users utilising the Internet as an information source related to work or business, while 47.1% of Internet users use the Internet to send work carried out at home to the work place.

Telework take-up is further encouraged by the Maltese enterprise context:

- 97% of Maltese enterprises used ICT in 2003, of which, 94% used Internet in ordinary business activities, and
- regular use of computers and Internet featured among 46% and 30% of employees respectively.

Recognition of telework in Malta features among all levels of labour policy embodied in Malta's National Action Plan for Employment (2004) and included in various policy documents issued by various labour related authorities. Telework is considered not only as an innovative form of work arrangement that supports an enhanced work-life balance, but as a form of employment that presents work opportunities for human resources who are otherwise unable to engage in regular paid work – exemplified by women, persons with disabilities and persons with caring responsibilities. Nevertheless, conflicting remain the statistics published by National entities in respect to the adoption of telework among Maltese employers – quoted at 11.4% of enterprises in 2003 (National Statistics Office, 2005) or 3.8% of employers in 2005 (Employment & Training

Corporation, 2005). Telework remains a significantly common incidence among the larger employers, contrasting against the level of telework take-up among small enterprises that engage less than 50 employees. Equally significant is the notion that telework largely relates to roles comprising management, professional, and associate professional jobs.

Deciding to Telework

In becoming a significant feature in Europe's labour context, telework is considered a direct result of the evaluations undertaken by both employers and workers in adopting a flexible form of work arrangement as a contractual relationship.

In implementing telework, employers require various conditions in place, exemplified by:

- established information and communication technologies that support flexible working and mobile working;
- a recognised need to optimise efficiencies related to travel – especially where the public transport option is impractical and inefficient for many business purposes;
- accurate employee and job selection, together with carefully defined terms and conditions for teleworkers;
- clear specification of deliverables and work conditions, corresponding hours of work, pay parity with on-site workers and annual leave;
- due considerations to insurance provisions pertaining to health and safety;
- due considerations of technical requirements and security in the teleworker's home in order to guarantee a secure and efficient working environment, and
- addressing management styles adapted to suit this mode of work.

In contrast, in deciding to engage in telework, workers consider the following aspects ⁽¹⁾:

- the possibility of reduced status as a normal employee within an organisation;
- lack of promotion opportunities – teleworker is virtually invisible;
- the benefit from a perceived higher status – being specially selected as teleworkers (contrasting against the possibility of reduced status);

¹ Shafizadeh et al, 1998.

- missing the social interaction of the workplace ('social isolation') and the contact with the organisation;
- suitable physical space and conditions for work at teleworkers' home;
- savings arising from reduced travelling, with more time at hand for leisure, home or social activities, and
- additional costs that teleworkers will bear, exemplified by extra energy consumption (heating, lighting).

Supporting Telework

The growth of telework is considered a direct result of supporting economic, environmental and social factors. Economic sustainability of telework is related to national levels of added value, the development of human capital and employment, the resultant augmented personal wealth and the paralleling competitive resilience of a Nation's enterprises. Indeed, the overall economic success of enterprises is considered as one of the results of telework and other flexible work arrangements adopted by EU companies enabling opportunities for working mothers and other persons otherwise unavailable to participate in paid work.

The main environmental influences of teleworking are those typically related to transport, along with other benefits that accrue from the use of ICT intensive telework (e-work), including:

- the impact of air quality as a result of reduced transport-related emissions (carbon dioxide and other pollutants);
- actual or avoided consumption of energy (from reduced transport requirements);
- reduced congestion as a result of avoided and/or time-shifted trips;
- long-term changes in the building environment as a result of changing design of offices and homes in response to teleworking.

Unlike the economic and environmental dimensions, the social sustainability dimensions are hard to quantify, as there is no uniform way such can be measured. Indeed, social dimensions relate to attitudes, opportunities and other intangible aspects that are not easily quantifiable – as exemplified by social inclusion, quality of life, work-life balance, health and community.

Teleworking offers significant benefits for employers, the workforce and society. Employers typically benefit from:

- cost savings (facility costs, supervision costs, transport costs);

-
- increased productivity from telecommuting workers;
 - improved motivation;
 - lower absenteeism;
 - skills retention;
 - organisational flexibility;
 - flexible staffing;
 - more loyal, motivated and less stressed workforce;
 - organisational resilience in the face of external disruption;
 - enhanced customer service.

Balancing these benefits is a series of disadvantages presented by telework to employers, comprising:

- inadequate management systems and cultures that fail to adapt to flexibility that telework can offer;
- lack of confidence among managers in their ability to manage at a distance;
- lack of faith in teleworkers' commitment among managers – possibly supported by managers' perception that home-based workers tend to under-perform;
- significant training and retraining costs.

Contrastingly, benefits for individual teleworkers include:

- augmented independence;
 - enhanced autonomy in terms of organisation and working time arrangements;
 - reduced travel time and costs;
 - better balance between working time and leisure time;
 - improved work opportunities in other geographic locations;
 - access to work for people with specific difficulties (especially people with disabilities);
 - less disruption to family life;
 - more time devoted for personal development and consequent augmented qualification leading to enhanced employability;
-

- improved working environment and reduced work stress.

Telework also features a range of disadvantages for employees, including:

- isolation and marginalisation within the employer company;
- less support for personal development and limitations in social life;
- overlapping of working time and free time;
- effective reduction of leisure time;
- reduced job security, less contractual force and more precarious work;
- risk of de-skilling;
- less suitable working environment;
- increased work stress as an employee juggles time between work and social commitments.

Society thus benefits from telework in different aspects, including:

- increased job opportunities;
- reduced commuting and consequently reduced pollution, road casualties and travelling time, along with reduced wear & tear of infrastructure and automobiles;
- reduced adverse effects on health;
- reduced energy consumption.

Nevertheless, society faces a number of disadvantages arising from telework, including increased:

- social dispersion and gender disparities;
- unprotected jobs;
- costs & usage of technological infrastructures,

along with reduced service-related jobs.

Given that the benefits and disadvantages of teleworking are intertwined together, the development of telework has to be assessed in its entirety. In particular, the impacts of disadvantages on teleworking need to be meticulously evaluated in order to achieve best

practice. This holistic approach will lead to the recognition of the best tradeoffs between production, employment and the quality of work, and telework regulation.

Telework – Research in Malta

Field Work

Face to face interviews were administered with a sample of two sub-populations – a selection of 9 employers ⁽²⁾ and a selection of their respective teleworkers. Of the 9 employers reviewed, 44% were established for the past 20 years or less, while the remaining 56% had an experience of over 20 years in the market. Equally significant is the notion that 56% of the participating establishments were governmental organisations, while another 22 were private companies, leaving the last two employers each being a parastatal and a publicly listed company.

The Employers' Point of View

The eighteen teleworkers participating in the research accounted for only 0.6% of the total employees engaged on a permanent basis within the nine establishments reviewed (which accounted for 3,196 full-time jobs). A significant observation is that the majority (77.8%) of such teleworkers were women, typically engaged in clerical or administrative or data processing occupations (45% of the telework women interviewed). The men engaged in telework and interviewed in this study were largely engaged in some ICT specialisation

Typically, teleworkers spend some 27.8 hours weekly working away from the employers' location. Whereas 27% of teleworking time was spent on ICT specialisation (mainly by men), 22% of the time was spent on secretarial/administration by females.

Implementing Telework

The adoption of telework in Malta is a recent phenomenon, with such arrangement adopted by the reviewed organisations between 1999 and 2006. Such implementation is typically championed by top management – with reviewed organisations indicating that the establishments' directors, head of departments or government policy were the primary

² from an initial sample of 120 enterprises that were known, through previous research, to have employed teleworkers

initiators. Two of the interviewed organisations encountered opposition for the adoption of telework, although this was claimed to be somewhat weak and originating from the finance department or line managers who raised opposition primarily in view of perceived difficulties in managing teleworkers.

Undertaking a pilot scheme before full-implementation was a feature among 83% of the research participating establishments. Outcome of such scheme related to an appraisal of the resultant customer satisfaction, management satisfaction and quality of work.

Employers typically engaged teleworkers through a selection process relating to presently employed staff within the establishment. Such selection occurred directly by management (top-down approach) or through an application process initiated by members of staff. Indeed, no external recruitment featured. Independently from the ability to do the job competently, employers evaluated prospective teleworkers primarily in respect with:

- maturity,
- availability of time to devote to work and
- self-sufficiency.

Employers also mentioned a satisfactory record of accomplishment of the employee, the duration of employment, if the worker is already working in other arrangements with the company and the conditions of the arrangement, all as additional considerations taken before engaging a teleworker formally.

Conversely, employers considered:

- unreliability & untrustworthiness, lack of maturity and self-discipline to work without supervision often resulting in inefficiencies or abuse of the system, together with other similar negative personal characteristics leading to low productivity,
- distractions at home, the prioritising of other work (domestic and non);
- the inadequacy of telework for specific job positions within the company, such as managerial duties, in which teleworkers were considered to be generally less effective

as indicators about a person's unsuitability to be engaged through a telework arrangement.

Managing Performance of Teleworkers

Employers assert that managing performance of teleworkers involves monitoring through regular phone discussions between managers and employees, along with the adoperation of mutually agreed deadlines or targets.

Significant is the observation that the majority of teleworkers did not receive specific training, with only one establishment claiming to offer special training to its teleworkers. This lack of training may be a direct result of participants' inability to identify or use a specific method for identifying teleworkers' training needs, albeit establishments indicated that regular staff appraisal meetings typically identify any such training needs. Indeed, while employers expect teleworkers to be already trained, it is often the teleworker who is expected to ask for any specific training.

Training methods used by the reviewed employers vary, ranging from courses provided by local institutions, computer based training, in house training programmes and self-training using manuals. Conversely, since teleworkers were primarily engaged through the selection of staff from within the organisations, they would already have received on the job training, however not specific to telework. Indeed, establishments reviewed claimed that training offered to teleworkers does not differ from that provided to other regular human resources.

The day-to-day communication between teleworkers and their managers mainly involves phone conversations and electronic mail almost on a daily basis. Face-to-face meetings and electronic chat are a rarer incidence, typically happening weekly, while organisation intranet is used somewhat less frequently.

Face-to-face meetings are considered as the most effective means of communication between teleworkers and managers, followed by electronic mail. Phone conversations and organisational intranet followed, also considered rather effective in this regard.

Employers consider teleworkers to perform marginally better than regular human resources do overall. Indeed, employers quote better aspects about telework as exemplified by employee turnover and absenteeism, productivity, quality of work and complaining behaviour. Nevertheless, team effort was the only issue where teleworkers compared slightly worse than regular human resources. Equally significant is the notion that teleworkers were not seen to raise any particular complaints. Indeed, only two establishments claimed to receive complaints from their teleworkers, with such complaints concerning mainly technical problems, reliability

and suitability of technology used, the segregation from the work environment and not feeling part of a team. One other case reported a complaint of fewer rights enjoyed by teleworkers when compared to regular human resources.

Overall, employers were typically satisfied with telework as a work arrangement, with various advantages quoted by reviewed establishments. Indeed, employers believe that the most important of such advantages concerned the retention of skilled human resources, followed by the improved human resource motivation. Organisational flexibility, reduced costs, quality of work, access to human resources with disability & caring responsibilities, reduced commuting/transport challenges and reduced demands on space were also considered as rather important issues. Employers quoted other relevant issues, exemplified by the enhancing of relationships between company and employee and the retention of women in ICT.

Conversely, employers quoted poor quality of work, employee loyalty and technical challenges as the most important potential disadvantages arising from telework. Issues related to reliability, social isolation, security challenges and equipment costs were also considered somewhat important in this regard.

The Future of Telework – The Employers’ Opinion

Employers reviewed provided no significant indication of a strategy implementation to make changes to the current composition of telework arrangements. Indeed, the probability of extending the number of teleworkers, extending telework to new occupations/roles and encourage telework to other employees is rather minor. However, while reducing roles/occupations in telework was perceived to be a slight probability, reducing the number of employees or abandoning the scheme altogether was seen as somewhat improbable.

The Teleworker – A Profile?

A total of 18 employees engaged in telework with the above employers were interviewed. The following points highlight the features of the typical teleworker as established by this review:

- 77.8% of participants were women;
- median age of participants stood at 30 to 34 years;
- 77.8% of participants were married, living and/or with partner;

- 81.3% of participants claimed to have caring responsibilities at home, of whom, most related to children at home. Conversely, 16.8% of participants had other caring responsibilities such as caring for parents;
- 35.3% of participants spent 5 to 7 hours in domestic work daily, 17.6% spent more than 9 hours, while the remaining participants spent less than 5 hours daily. 35.2% of participants spent less than 3 hours in domestic work daily;
- 50.0% of participants had a diploma or higher level of education;
- 55.6% of participants were employed with government organisations, while the remaining 44.4% were employed with parastatal or private companies;
- 50.0% of participants were involved in the communications sector, while 22.2% were involved in government services. Other sectors of activity included the banking, finance & insurance sector, hotel & catering, manufacturing of electrical appliances, transport and wholesale & retail;
- 66.7% of the participants were employed on a full-time basis, while the remaining 33.3% were employed on a part-time basis;
- 66.7% of participants were employed on an indefinite contract, while the remaining 27.8% and 5.6% of participants were engaged in fixed-term contract jobs and casual jobs respectively;
- 47.1% of participants were professionals, 35.3% were engaged in clerical occupations, while 17.6% were high ranking officials, senior managers, large business owners, directors;
- 52.9% of participants were engaged with their company for more than 10 years, while 35.3% and 11.8% were engaged with their company for 1 to 3 years and 7 to 10 years, respectively.
- 35.3% of participants were engaged in telework for 1 to 3 years, 29.4% for less than one year, while the remaining 35.3% were engaged in telework for more than 4 years;
- 33.3% of participants were involved in IT/ITC, while 27.8% had administrative roles. Other participants were involved in customer care, human resources, marketing and other roles.

Teleworkers typically spent 56.6% of their workdays at the employer's central location/office, while another 28.6% were spent at home. On average 16.7 workdays per month were spent in teleworking activities. While the majority of participants spent most of their time at traditional, central office (employer) locations, work from home featured more commonly among:

- female teleworkers and participants with children aged 5 years or younger (especially younger than 2 years), or
- teleworkers aged 40 to 54 years, or

- teleworkers employed with private companies in part time or casual jobs.

Directly as a result of such patterns, teleworkers typically reported a spectrum of different consequences in travel time involved for work reasons. Indeed, while the average travel time ranged between 3 to 6 hours weekly, most teleworkers reported a decline in the total travel time as a consequence of telework – with 50.0% of the teleworkers interviewed claiming to have experienced a noticeable decline in car travel, while 22.2% reporting an experienced decrease in bus travel related to work. The more significant benefits/changes prevailed among women aged 30 to 39 years, typically married with children.

As an additional benefit, two teleworkers reported that their car was used by other members of the household when they were working at home. Nevertheless, 54% of the teleworkers who worked at home for whole days also claimed that they had to make additional journeys to transport children and to shop. Indeed, such teleworkers were typically women, aged 30 to 54, married, living with a partner, and responsible for children younger than 2 years of age. Equally significant is the observation that since starting telework, teleworkers did not suffer any work related accidents (even if these involved driving for work related reasons).

Teleworkers interviewed typically worked 5-day week, although two teleworkers claimed to work 6 days weekly. These teleworkers claimed to have no caring responsibilities at home and spent less than 1 hour in domestic work daily.

Equipping the Teleworker

In being capable of delivering their work, teleworkers were typically equipped with desks, fixed line telephony and mobile telephony (in declining order of incidence). Nevertheless, teleworkers had desks, fixed line telephones, filing cabinets and desktop computers available at their employers' offices. Moreover, while filing cabinets were more available at the employers' offices, laptop computers and mobile phones were more available at home.

Sharing of desks was an uncommon observation, with only one participant claiming to have her desk shared at the employer's office in her present job. In conducting their work, teleworkers typically made a significant use of fixed line telephony, followed by Internet, mobile phones and organisational intranet in declining order of incidence. Male teleworkers featured a marginally higher inclination towards the use of mobile phones and laptop/portable PCs, while a higher use of Internet prevailed among female teleworkers.

A total of 82% of teleworkers interviewed claimed to have a separate permanent area available for telework activities at home. The remaining 18% claimed that such segregated area was not feasibility owing to lack of space at home, along with restrictions imposed by their lifestyle and home chores, requiring the teleworker to be in different places at home during different times of the day.

Impact of Telework

Teleworkers typically agreed in that telework resulted in a net improvement of their life at both home and work. They claimed positive aspects accruing from telework, exemplified by the possibility of working at home when ill and cannot travel to the office, along with the improved work conditions and augmented levels of autonomy put to work. Nevertheless, teleworkers felt that their work output was similar to what they used to provide before adopting telework. Equally significant is the observation that the majority of teleworkers did not feel that full-time, regular workers in similar jobs commanded more respect, got a better deal or that such regular workers were paid better on an hourly basis than teleworkers.

It is significant that, during the month prior to the interview, 33% of the interviewed teleworkers participants were ill and could not go to their work/office yet worked at home. The duration of the sickness period varied from one day (one teleworker) to a maximum of 10 days (one teleworker).

Most teleworkers also asserted that telework enabled them to retain their job, the position they held and to stay with their employer. While most teleworkers experienced an increase in service costs and utility costs at home, together with marginal increase in residence upkeep and cash in hand, teleworkers benefited from a marked decline in travelling costs and a marginal decrease in the costs related to care of children and adults. Teleworkers also noted that since starting telework, they experienced a considerable increase in the requirements for printing of documents at home.

Social & Domestic Aspects of telework

Teleworkers considered that having control of when and how to work was the most significant achievement, flexing their work schedule at home and devoting more time to work in the evening or in the weekends. While indicating a net augmented job satisfaction, teleworkers perceived having a lesser opportunity for long breaks, albeit they claimed to suffer from less work related stress.

Despite this form of work, 72.0% of teleworkers did not change the total number of hours worked weekly. A further 22.0% of teleworkers claimed to have effectively decreased the number of hours devoted to paid work weekly, while only one research participant claimed to have increased her working hours weekly since becoming a teleworker. Reduction in hours worked was a more common incidence among part-time teleworkers.

If offered alternative paid work, most teleworkers (56% of participants) were adamant in not changing unless the alternative involved telework. Such teleworkers featured:

- ages between 40 and 54 years, or
- caring responsibilities at home (parents), or
- more than 5 hours daily devoted to domestic, or
- a post secondary level of education or less.

More significantly, teleworkers claimed to be unable to be engaged in paid work unless it was telework, with such teleworkers featuring:

- employment in a professional role, or
- an experience of more than 6 years with the present employer/company, or
- no employees reporting to them.

Such an assertion was largely backed by reasons relating to care of children at home (over 50% of such teleworkers), while other issues related to own poor health/illness and a caring responsibility for other adults at home.

Overall, teleworkers held positive opinions about the effect of telework on their work life. They claimed an overall improved balance between life and work, an improved quality of life, apart from other improvements related to their social life, exemplified by less conflict at home and a net improvement in their health. Indeed, in respect to the latter, teleworkers claimed that telework eased the stress caused by a full-time job and having to cope with children, claiming that telework improved domestic harmony. Other teleworkers claimed that telework enabled them to manage asthma and the adequacy of their work environment.

As a result of telework, 83.3% of teleworkers changed the time devoted to home or domestic work, albeit such changes were shallowest among male teleworkers, or teleworkers living with a

partner or teleworkers with child caring responsibilities at home. Such changes meant that the time devoted to home chores increased primarily in relation to caring of children, followed by the caring for elderly or disabled relatives at home, helping children with homework and other needs of children.

Equally significant are the reasons teleworkers quoted in respect with reduced conflict at home. A perceived better handling of childcare along with greater presence at home (and the capability of undertaking more domestic tasks) were quoted to be the key reasons for reduced conflict at home an overall improved harmony in the family. With fewer interruptions to work and less problems, relating to the access to ICT equipment, teleworkers also claimed that their work performance improved with an overall decline in work related stress.

Teleworkers also quoted an overall positive effect on other members of the household, particularly in respect with dependent children.

As a result of telework, meeting relatives and friends were the two activities that teleworkers claimed to have increased. Nevertheless, differences were noticeable among different teleworker groups, such as the increased integration (meeting) with friends or an increased usage of cafeteria, pubs and restaurants prevailed as a response among teleworkers with no caring responsibilities at home.

Discussion & Conclusions

It is significant that teleworking as an arrangement featured only among a small minority of the workforce within the nine companies (0.6% of the total employees engaged with these establishments). In the absence of external recruitment, this observation may evidence that teleworking activity is influenced mainly by the teleworkers' needs rather than a drawn out organisation's strategic plan. The overriding factor for females to engage in telework is likely to relate to caring responsibilities involving own children or parents. On the other hand, ICT specialisation was the main proponent for men to engage in teleworking. Nevertheless, the use of a pilot scheme among five establishments participating in the research indicates that some formal planning was undertaken.

It is also noteworthy that in the majority of cases, no opposition was forthcoming when teleworking was to be introduced. When opposition did occur, it was more likely to come from line or finance managers, possibly indicating that such management resources were not prepared to manage workers who are most of the time out of sight.

The research also indicated that one of the most important ingredients leading to the success of teleworking is communication – an essential aspect not only to the management of teleworking but also to the successful execution of many of the tasks involved.

Managers' responses relating to unsuitable qualities such as lack of self-discipline, distractions at home and giving priority to domestic work reflect a belief that teleworking is perceived as a secondary activity carried out by people whose primary responsibility is to their families. However, such responses also give us a richer insight into these managers' views of the challenges posed by work carried out from home. Managers see a requirement for self-discipline reliant on external reinforcement.

Teleworkers' performance is managed primarily through regular phone discussions with managers and by mutually agreed deadlines or targets. Less apparent are approaches involving on-line monitoring, regular progress meetings (with their respective manager) and team meetings.

It is clear that a wide variety of methods is used, with no single method emerging as uniquely appropriate for the remote management of home-based workers. Indeed, this evidence suggests that it is unusual for a manager to rely on any single approach. It seems that in most cases, the primary method of management is supplemented by additional measures when these are deemed necessary.

For most employers:

- retention of skilled human resources,
- reduced costs,
- quality of work,
- access to human resources with disability and caring responsibilities,
- reduced commuting, and
- reduced demands on space

were perceived as the most important benefits of telework. Remarkable are the managers' observations relating to poor quality of work, employee loyalty, technical challenges and social isolation, often cited as the main disadvantages of teleworking.

Most managers revealed a high level of satisfaction with teleworking. According to them, teleworkers performed marginally better than their on-site colleagues did. Teleworkers are also

likely on balance to produce quality work, take less time off and tend to stay longer with the organisation. It is possible that some of the advantages cited are not a result of the teleworking situation itself but rather stem from the fact that only the most experienced and trusted staff were selected for teleworking. The fact that no teleworkers are recruited from external sources may be indicative of this situation.

Notwithstanding the high level of satisfaction, it is somewhat surprising that the probability of extending the number of teleworkers, extending telework to new occupations/roles and promote telework to other employees is minimal. It seems that rather than adopting a proactive approach to teleworking, companies are prone to devise teleworking schemes in an ad hoc manner, depending on prospective teleworkers' needs. However, it is also significant that companies are not envisaging any reductions in the number of teleworkers or abandoning the teleworking scheme altogether.

From a different standpoint, teleworkers were found at all organisational levels from senior management to the lowest grade of clerical work, featuring in a diverse range of occupations. It is significant that 78% of teleworkers participating in the research were women, supporting the commonly held view of teleworking as an overwhelmingly female form of work. Also of importance is the fact that 81% of participating teleworkers claimed to have caring responsibilities at home, with 83% of such teleworkers having caring responsibilities related to children at home, whereas 17% had caring responsibilities for parents. It is also noteworthy that 67% of teleworkers were employed on a full-time basis.

Research suggests that teleworking was economically beneficial in most of the cases, generally resulting in improved work performances, diminished absenteeism and improved employee retention. However, in most cases, these benefits are offset by additional costs such as home equipment, service and utility costs. It is also significant that the majority of respondents were aware that teleworking was an important factor in staying with the organisation.

Reduced absenteeism is also a result of the new level of discretion afforded to teleworkers in conducting work at home – particularly when they are too ill to travel to work. The transport dimension adds on to the positive aspects of telework, with reduced travelling and commuting largely perceived as benefits by teleworkers, albeit partially offset by additional domestic journeys. Reduced travelling was quoted to contribute positively to the environment (particularly in the works reviewed in Section 3, page 43). Nevertheless, telework did not result

in more efficient use of space as equipment tended to be duplicated, largely as a result of the augmented need by teleworkers to print documents at home.

This research also showed that teleworkers felt that on balance, teleworking was beneficial for them. It appears that the positive social impacts also outweighed negative ones. The social inclusion dimension seems to be positive on balance. Teleworkers with caring responsibilities felt that teleworking maintained their employment opportunities – which are otherwise unfeasible owing to family or domestic demands. The quality of life dimension also proved to be positive, with almost all teleworkers interviewed asserting that their quality of life improved as a result of telework. This is substantiated by the observation that the majority of teleworkers did not experience an increase in working hours.

Most respondents also felt that telework improved their work-life balance. From a health point of view, most participants felt that teleworking bore beneficial effects. It is also evident that teleworkers are creating more 'quality time' when they want it. They take breaks especially when children demand their attention. Through a better quality of life and work-life balance, teleworkers are more flexible and can match their work to their 'body clocks'.

Teleworking thus fosters vital skills, enhancing people's abilities and employability by enabling them to act autonomously and manage their time effectively.

Recommendations

Various are the justifications why telework occupies a high priority in the European Union's agenda – evidenced by policy statements, programmes of encouragement, awareness campaigns and financial aid to innovative projects that proliferated in recent years. These efforts recognise the importance of an estimated 10 million teleworkers who contributed to Europe's Gross Domestic Product in 2002. Despite the fact that telework in Malta is present in some organisations, as evidenced by employers' surveys carried out by National Statistics Office in 2003 and Employment Training Corporation in 2005, there are no official statistics to benchmark Malta against other European countries.

It is significant that Malta's National ICT strategic plan aims at having three-fourths of all Maltese households connected to the Internet by the end of 2006. Efforts within Malta's ICT Strategy, directly or indirectly, support the development of a culture that encourages the adoption of telework as a feature within Malta's employment landscape. Indeed the importance

of telework is recognised at National levels in respect to the labour market matters – as embodied within Malta’s National Action Plan for Employment published in 2004.

Government should continuously strive to promote telework at a national level. This promotion may be augmented by providing a definition of telework that will form the basis for the changes that are required in labour legislation relating to telework. Changes to legislation relating to Occupational Health and Safety, and atypical forms of employment will be required to embody this form of work. It is also recommended that the Government should implement, where it is deemed appropriate and beneficial, teleworking schemes within the civil service.

In contrast, employers can implement a series of approaches. They may enable flexible working and mobile working by supporting staff with information and communication technologies just as an initial step, reaping already quoted benefits as exemplified by reduced office costs and improved human resource performance. Employers also need to urgently address the need to travel and commute. The public transport option is often impractical and inefficient for many business purposes, opening opportunities for organisations to create ways to increase efficiency and reduce time and money wasted on travel. Such can be attained through:

- enabling routine flexible working and mobile working, by supporting staff with both good ICT and appropriate management and expectations,
- reviewing how meetings take place: the frequency, duration and location, and
- reviewing occupancy of desks and space requirements to identify the savings that can come from remote working.

There are issues that require careful consideration by employers who wish to implement teleworking. By implementing appropriate changes to management procedures and by providing good technological and management support, these issues can usually be resolved.

Employee and job selection is probably the most important aspect in ensuring success of the teleworking programme. This will require the development of selection criteria to identify the personal qualities of good teleworkers and ensure the selection of self-motivated, self-disciplined individuals that are able to cope with the lack of social contact inherent in this form of work.

Furthermore, the terms and conditions for teleworkers will need careful definition. Aspects such as deliverables, corresponding hours of work, pay parity with on-site workers, annual leave and superannuation will all require a clear specification.

Additionally, other issues such as insurance provision call for contention. Therefore, health and safety must be a paramount concern. Technical requirements and security in the teleworker's home also need to be analysed and assessed in order to guarantee a secure and efficient working environment.

Finally, and probably most importantly, management styles need to be adapted to suit this new mode of work. In the past, management methods relied on the fact that an employee can be physically observed at work. In telework, this 'over-the-shoulder' management technique cannot be used and must be replaced with 'management through deliverables', possibly calling for retraining of managers who to date are effective only in managing human resources physically present in the employers' premises.

From a different standpoint, various issues may affect teleworkers and these call for an immediate redress. A major concern for any teleworker is the possibility of reduced status as a normal employee within an organisation. Since a teleworker is not physically present in the organisation, he or she may not be seen as an equal to the on-site employees. The consequences of this lower status may result in lack of opportunities for promotion. Conversely, teleworkers may occasionally benefit from a perceived higher status just because they were specially selected.

Some teleworkers may miss the social interaction of the workplace. This daily interaction with other people is a major reason for many individuals going out to work. The removal of such interaction may prompt employees to lose motivation and perceive a job as no longer worthwhile.

Additionally, the teleworker needs to have a suitable physical space and conditions for work at home or in his/her remote location outside the employers' premises. Furthermore, teleworkers often benefit financially from teleworking due to reduced travelling, albeit other benefits accrue that are difficult to quantify in monetary terms, such as more leisure time. Against this setting, however, there may be financial costs to the teleworker that need to be balanced, such as additional costs incurred in heating, air-conditioning, lighting and electricity. Depending on the contracted conditions of work, some or all of these expenses may be claimed back from the employer.

Local Trade Unions should follow the example of their counterparts across Europe, whereby a changing attitude towards teleworking is emerging. Trade Unions across Europe are increasingly engaging in a constructive dialogue about telework, exemplified by a number of position papers and reports published by different employee associations. As early as 1996, trade unions were looking at teleworking as a challenge (Bibby, 1996). In the same year, workers were reported to be 'interested in telework as an opportunity to manage their time better, combining work and leisure activities in a more effective way, despite the potential isolation of workers from the daily activities that occur at the work place' (ETUC Policy Statement, 1996). This statement presented a cautious yet positive approach in adopting telework as a legitimate work arrangement, as bolstered by a reiteration that:

'teleworking should neither be condemned out of hand nor glorified. The crucial question is how it will be organised — preferably in such a way that the 'tele' aspect of the work in question is placed in a complex setting that stimulates human skills and activities'

(ETUC, 1996).

In view of these arguments, trade unions should acknowledge the benefits that accrue from teleworking. It would be beneficial if they accentuate these advantages, without neglecting the disadvantages, to employers and employees and strive to include teleworking clauses in collective agreements.

Teleworking may be thought to be the post-modern panacea for all organisational and work problems. Although it promises much, it needs to be carefully considered and be successfully applied. Therefore, Government, employers and unions do need to prepare and plan, and teleworkers need to ensure that this is really what they want.

Table of Contents

1	BACKGROUND	29
1.1	National Commission for the Promotion of Equality	29
1.2	Objectives of the Study	31
1.3	Project Tasks	34
2	TELEWORK	ERROR! BOOKMARK NOT DEFINED.
2.1	Introduction	36
2.2	Defining telework	38
3	TELEWORK DYNAMICS	43
3.1	National Variations within the EU	46
3.2	telework in Malta	51
3.3	Driving Forces	58
3.4	Strengths & Challenges of telework	67
3.5	Sustainability of telework	68
3.6	teleworking & Women's Place at Work	84
3.7	telework for Physically Challenged People	90
4	KEY ISSUES	92
5	TELEWORK IN MALTA – THE EMPLOYERS' PERSPECTIVE	100
5.1	Employer Profile	100
5.2	teleworker Profile	102
5.3	telework Implementation	105
5.4	Managing teleworkers	109
6	TELEWORK – A WORK ARRANGEMENT AMONG MALTESE WORKERS	120
6.1	Respondent Profile	120
6.2	Pattern of Work	127
6.3	Impact of telework	141
6.4	Transport & Environment	149
6.5	Social Aspects of telework	162
6.6	Family & Personal Aspects	184
6.7	General Comments	194
7	DISCUSSION & CONCLUSIONS	195
7.1	Employers' Responses	195
7.2	The teleworkers' View Point	196
7.3	Recommendations	198
APPENDIX 1	METHODOLOGY – DETAILS	206
	Data Collection Process	206
	Interviewers	206
	Instrument Concept	208
	Participant Contact	208
	Interviewing Features	208
	Field Research Quality Management	208

APPENDIX 2	EMPLOYEES' INSTRUMENT (ENGLISH VERSION)	210
APPENDIX 3	EMPLOYERS' INSTRUMENT (ENGLISH VERSION)	221
APPENDIX 4	BIBLIOGRAPHY	231

1 Background

1.1 National Commission for the Promotion of Equality

Gender mainstreaming features as a significant priority within the Maltese Government's policies over the past two decades. This reflects the increased awareness of the need to address gender-related issues in order to enable women and men to participate fully and on an equal footing in the various spheres of socio-economic and political life. One of the major challenges facing Maltese society at the turn of the new millennium is that of transforming the labour market from one that is largely male-dominated to one that provides access, opportunities and rewards equally to all workers regardless of their gender.

The Government's commitment to promote gender equality reflects itself through a number of policy and legal measures as well as various support initiatives implemented especially over the past two decades. The removal of the Marriage Bar in 1981; the introduction of parental (instead of maternal) leave; structures that allow for flexible work patterns; the provision of responsibility breaks; the extension of maternity leave and the introduction of childcare provision were undoubtedly steps in the right direction.

Major achievements were also attained within the Maltese legal framework, especially since the ratification of the United Nations' Convention on the Elimination of all Forms of Discrimination Against Women in 1991, involving an associated amendment of the Maltese Constitution. The recently amended labour legislation (Employment & Industrial Relations Act of 2002, Chapter 452) also addressed a series of gender concerns. Furthermore, the Act to Promote Equality for Men and Woman (Chapter 456) not only addresses a number of issues in this regard but also provides for the establishment of a National Commission for the Promotion of Equality for Men and Women. These important legal structures together with what is commonly referred to as the Family Law (amended in 1993) provide a strong legal framework, which facilitates the emergence of a more gender-friendly socio-economic environment.

Intent on rendering the gender equality legislation effective, the National Commission for the Promotion of Equality for Men and Women (herein termed as the Commission) was set up in 2004, entasked with the implementation of such measures that enable the introduction and upholding of gender equality as a value in socio, political, economic and legislative spheres. Within such a context, the Commission absorbed the strategic tasks previously performed by

the Department for Women in Society and the Commission for the Advancement of Women. The Commission thus acts as Malta's equality hub, by:

- identifying, establishing and updating all policies directly or indirectly related to issues of equality between men and women;
- identifying the needs of persons who are disadvantaged by reasons of their sex and to take such steps within its power and to propose appropriate measures in order to cater for such needs in the widest manner possible;
- monitoring the implementation of national policies with respect to the promotion of equality between men and women;
- liaising between and ensuring the necessary co-ordination between government departments and other agencies in the implementation of measures, services or initiatives proposed by Government or the Commission from time to time;
- keeping direct and continuous contact with local and foreign bodies working in the field of equality issues, and with other groups, agencies or individuals as the need arises;
- working towards the elimination of discrimination between men and women;
- carrying out general investigations with a view to determine whether the provisions of the Equality for Men & Women Act (Chapter 456) are being complied with;
- investigating complaints of a more particular or individual character to determine whether the provisions of the above Act are being contravened with respect to the complainant and, where deemed appropriate, to mediate with regard to such complaints;
- enquiring into and advising or making determinations on any matter relating to equality between men and women as may be referred to it by the Minister responsible for Social Policy;
- providing, where and as appropriate, assistance to persons suffering from discrimination in enforcing their rights under the above Act;
- keeping under review the working of this Act, and where deemed required, at the request of the Minister responsible for the Family and Social Solidarity or otherwise, submit proposals for its amendment or substitution;
- performing such other functions as may be assigned by this or any other Act or such other functions as may be assigned by the Minister responsible for the Family and Social Solidarity.

1.2 Objectives of the Study

1.2.1 Context

The above context sets out a critical role as part of Malta's employment strategy – outlined in the Country's National Development Plan for Economic and Social Cohesion for 2003-2006. Within this strategy, significant measures feature as an important component for Malta's employment rate targets, set at 71% for men and 60% for women by 2010 – in parallel with the Lisbon Strategy targets.

Indeed, Malta's National Action Plan, published in September 2004 as part of the European Employment Strategy, outlines an approach intent of reaching the Lisbon Strategy goals – a resolution that is intent on rendering the European Union as the World's leading economy and knowledge location that supports a world competitive advantage. Malta's employment strategy purports four horizontal areas, comprising:

- Increasing adaptability of workers and enterprises;
- Attracting more people to enter and remain on the labour market by making work a real option for all;
- Investing more and more effectively in human capital and lifelong learning;
- Ensuring effective implementation of reforms through better governance.

The same Plan sets out a total of 81 initiatives intent on supporting the development of the Maltese labour market whilst stimulating a number of trends that reverse the effects of specific employment characteristics. A total of 30 projects are being financed through the allocation of finances forming part of the European Social Fund – amounting to € 12.16 million (jointly funded by the Maltese Government), planned to be implemented between 2005 and 2006. These projects promote:

- Lifelong learning and social inclusion,
- Human resources development in Gozo,
- Employability & adaptability, and
- Gender equality.

The effects of these measures purport to the creation of jobs for 42,537 workers over the period 2001 to 2010 – largely envisaged to relate to women in the private sector. Such development means an attraction of 4,000 women to the labour market annually – a significant trend that contrasts against the average of 900 women entering employment annually during the years 1990 to 1999, and provides additional contentions when the rates at which women leave the labour market for family responsibilities are considered.

Indeed, the importance of the employability and adaptability objectives is reflected by the allocation of funds derived from the European Structural Funds – accounting for 51% of the financing of the thirty different projects approved for funding. This feature of the National Employment strategy is specifically addressed by three key guidelines:

- **Job Creation** & Entrepreneurship;
- Address Change & **Promote Adaptability** & Mobility, and
- Promoting Development of Human Capital & Lifelong Learning

The Commission's efforts provide a significant role in Maltese society, aiming to render Maltese organisations capable of competing in world markets by tapping under-utilised resources and skills, exploiting experience and knowledge of motivated resources who benefit from an augmented work-life balance. The Commission, thus, intends to build awareness among Malta's social partners about the cost-effectiveness and potential returns from investment directed towards the introduction of family-friendly measures at the work place – exemplified by flexible work arrangements, childcare and remunerative work through equal value/equal opportunities policies. Such measures lead to an effective reduction in gender segregation in the labour market, encouraging women to participate in paid work and aspire for higher responsibilities.

These objectives are also a central implication of the intents of the European Social Fund – a financial instrument that aimed to augment the social and economic development of the European Community. The purpose of the European Social Fund is thus that of providing financial independence and career progression of women, utilising skills and potential of women to maximise economic growth and narrow down a Member State's welfare gap, as is the case of Malta.

In implementing measures that enable the attainment of the above objectives, the Commission embarked on a process of research intent on augmenting its body of knowledge about the

Maltese equality & employment environment. In this respect, the Commission's purpose of increasing the participation and advancement of women in the labour market is primarily dependent on the identification and promotion of measures towards the advancement of a work-life balance by addressing the working environment in public and private sectors. In attaining this objective, the Commission's research efforts need to:

- identify potential grounds for improvement to render the system of family-friendly conditions of work more effective for both employee and employer (by sensitising social partners to the cost-effectiveness and accruing benefits of such approaches);
- identify gender disparities in pay and recommend the elimination of these barriers;
- track career paths of graduates and identify the effects of the absence of family-friendly measures and their discriminatory effect on women;
- identify how working arrangements can be varied to meet employee and organisational requirements.

In connection with the above, the Commission, through a competitive tendering process, engaged Allied Consultants to undertake four independent yet related research projects involving:

- an investigation in The Introduction of Family-friendly Measures at the Workplace
- a Gender Pay Review
- a Tracer Study to Follow the Career Path and Conditions of Work of Graduates in the Labour Market
- the conduct of a teleworking Pilot Project, which relates the efforts undertaken resulting to this report.

1.2.2 Research Objectives

More specifically, in understanding the features and dynamics of telework among Maltese employers and employees, the Commission requires a quantitative and qualitative analysis pertaining to worker output and satisfaction arising from teleworking as a flexible work arrangement, implemented during the research process in a small number of Maltese organisations during the conduct of the research. The findings from this study are intent on serving as a basis for the development of communications intended to encourage the propagation of such practices in the private and public sector.

1.2.3 Significance

The research related to this project bears a significant impact on:

- national policies (education, social security, welfare, employment conditions) and
- instruments (such as financial assistance, employment conditions, training, counselling and social welfare programmes)

availed to people seeking employment or currently gainfully engaged through atypical work arrangements, largely as a result of the recommendations adopted by the Commission in advising on employment regulations or other communications that may encourage employers and employees to adopt telework. In this context, recommendations set out in this report relate to all Maltese society.

Equally important, apart from influencing employment measures and conditions of employment as adoperated by employers, recommendations set out in this report pose implications on Government and the Commission's policies relating to the allocation of resources (financial and human), bearing consequences on:

- Government's structure of earnings (social security contributions and other sources);
- the Commission's structure of earnings (Government funding);
- Government's structure of expenditure (education, entrepreneurship support programmes, business promotion assistance, guidance & counselling services) and
- the Commission's structure of expenditures (administration of programmes, family assistance services).

1.3 Project Tasks

In addressing the requirements of the research project, efforts undertaken by Allied Consultants included:

- provision of services of suitably qualified and/or experienced consultants to conduct the research per project description (as set out in Annex II Par 2.3 (d) of the Tender Document)
- conducting an initial exploratory research in respect to telework and the Maltese labour market, intent on building an initial understanding of the research area by accessing published/unpublished literature pertaining to the subject;

-
- the development of research instruments that effectively tapped information about work conditions and associated aspects among a selection of workers and employers who adopted telework as a flexible work arrangement;
 - the administration of the instruments in (□) above through the conduct of face-to-face interviews with a selected number of men and women (HR management professionals and employees) pertaining to the experiences, aspirations, perceptions and motivation accruing from such work arrangements;
 - the translation of quantitative data into electronic fields, coding of data, weighing and verifying responses;
 - conducting a quantitative and qualitative analysis on the data gathered intent on attaining the research objectives, revealing the consequences of such form of flexible work arrangement to employers and employees;
 - the submission of a report detailing the levels and extent of consequences arising from such forms of work arrangements;
 - the development of a communications approach targeting Malta's social partners, soliciting the implementation of measures that encourage the adoption of such flexible work arrangements among employers by opening opportunities for women in different work environments, along with
 - the presentation of detailed periodic (quarterly) technical and financial reports to the Project Leader, in a format as required by the Commission and other project stakeholders with authority.

2 Telework

2.1 Introduction

Regarded strictly as an innovative form of work arrangement, telework comprises one significant form of work arrangement, presently accounting for a striking proportion of Europe's workforce. Nevertheless, decisions relating to teleworking are often managed under the assumption that telework is a marginal phenomenon – with telework employment often commanding longer-term commitment, while employers tend to postpone present concerns relating to telework.

The adoption of telework by industries often derives from concepts and methods that stem from the industrial revolution – resulting in noteworthy inadequacies in a period of dramatic change featuring global markets exploited by global enterprises (that capitalise on emerging opportunities around the world) or small niche picking ventures that focus efforts on slim and limited-life opportunities.

The evolution of telework in the modern industrial relations setting is considered a result of three significant driving factors. Changes in the competitive setting resulting from market and social development, paralleling developments in the socio-economic values among workers set forth a prime driver that rendered traditional organisations ineffective in surviving the changing nature of competitive forces. Such self-contained, integrated structures dependent on physical location (office building, production plants and immobile facilities), functional structures (and consequent defined compartmentalisation and rigid bureaucracies) along with strictly contractual relations with stakeholders were appropriate for operations in stable environments that featured controlled momentum and predictable competitive inertia. Thence the rise of the flexible organisation – an enterprise that moves away from bureaucracy, featuring marked decentralisation of control and power in managing a flexible workforce in terms of numbers and skills. Indeed, numeric and skills flexibility accounts for the prime driver in the rise of the 'teleworker' as a reality among successful enterprises of all sizes.

Concurrent advances in information and communications technology (ICT) further catalyse the above developments, enabling employers to break from the traditional model and adopt new ways to 'flexibilise' their work forces. Indeed,

- consistent falling costs of software and hardware, along with the advent of the personal computer (PC);
- availability of increasingly user-friendly software, enabling easy, fast and efficient use of the IT infrastructures;
- augmenting availability of business information from both internal and external databases providing information essential to maintaining a competitive market position, and
- the explosive development in technology and the increasing convergence of telecommunications and computing (ICT), catalysing the formation and development of an Information Society.

are considered as the key supporting mechanisms that led to the proliferation of knowledge-dependent work and the associated growth of knowledge, data and service workers who operate (if not own) a PC on their desks.

Equally important is the increasingly location-dispersed or location-independent organisation: an enterprise or entity that is no longer attached to a central location through which any advantages accrue. Rather, it is the virtuality of such organisations that supports competitiveness, spurred by technological acceleration, spread, diversification and combination of skills required to meet increasingly sophisticated customer requirements. In such organisations, employees co-operate in the production of goods and services at a distance, supported by ICT – a process termed ‘telecooperation’, which is dependent on computer supported collaborative work (CSCW) environments. Indeed, ‘telecooperation’ denotes the entire spectrum of computer supported production of goods and services inclusive of ‘telemanagement’⁽³⁾ and ‘teleworking’.

The above factors mean that organisations are becoming less reliant on workers present in a particular location. With dramatic improvements in information and communication technologies (ICTs) a seemingly daily occurrence in today’s society (Internet, broadband residential access, mobile phones and other wireless communications services) location independence is augmenting across all industries and economic development settings – changing the way people live, work and manage a balance between occupational and social commitments.

³ “Telemanagement” is ICT-supported distributed control and co-ordination of employees, processes and tasks.

In response to the above aspects, public agencies and institutions promote telework in recognition that various benefits accrue from the adoption of such flexible work arrangements – with results visible in terms of social, economic and environmental implications. Following an initial reluctance among human resources, largely as a result of a level of scepticism demonstrated by bargaining associations and trade unions, workers across Europe are increasingly keen to experiment and adopt telework as their standard way of participating in a nation’s labour force. Such trend is envisioned to leave its mark in the near future society, shaping the way people balance their work and life commitments in a rapidly evolving context – featuring unique job opportunities that help employers attract and retain human resources (who would be otherwise unavailable).

Countering such opportunities are a series of challenges presented by telework as a form of employment – frequently attributed to relative isolation, marginalisation and social dispersion of an organisation’s most important resource. Inadequate protection in such working arrangements, gender inequality, and fragmentation among the workforce are other notable aspects that perhaps push a proportion of organisations and individuals to refrain from exploiting new ‘location independence’ of work, by clinging to traditional organisational structures. This reluctance renders enthusiastic predictions about the adoption of telework a somewhat optimistic vision, contrasting against the real rates of take up of telework by organisations and individuals. Whilst this apparent failure strengthens the sceptics’ belief that telework will only continue to play a minor role in the employment setting, it is apparent that the past decade proved to be an introductory phase for telework across developed and developing economies. Indeed, such phase may well provide important lessons to increasingly interested employers, governments and trade unions about the telework phenomenon – evidenced by the augmenting specific attention devoted by national statistics offices in various industrialised countries that formally monitor telework as a unique sector.

2.2 Defining telework

The search for a universally accepted definition of telework was the source of considerable contention and debate (Sullivan, 1997; Qvortup, 1998; Baruch, 2000). As telework is an area of rapid change, clarification and definition of what telework means presented an urgent challenge owing to the implying difficulty in quantifying its extent, growth, and in enabling an effective comparison of the outcomes of different studies (Baruch & Yuen, 2000; Gordon 2000; Jala, 2002). Yet agreement features among different works spanning a number of years of research

in that any definition of telework should combine the concept of distance from the traditional workplace and the use of communication technologies.

Indeed, the International Labour Organisation (1990) proposed a definition of telework based on two notions:

'A form of work in which (a) work is performed in a location remote from central office or production facilities, thus separating the worker from personal contact with co-workers there; and (b) new technology enables this separation by facilitating communication'

(ILO, 1990)

Along the same lines, a study on telework undertaken for the European Union defines telework as:

'Work performed by a person (employee, self-employed, homeworker) mainly or for an important part at (a) location(s) other than the traditional workplace for an employer or a client, involving the use of telecommunications and advanced information technologies as an essential and central feature of the work' (Blanpain, 1997)

The above is a somewhat contrasting definition as employed by the European Commission:

'a method of organising and/or performing work in which a considerable proportion of an employee's working time is away from the firm's premises or where the output is delivered; and when work is done using information technology and technology for data transmission, in particular the Internet' (IST, 2001)

The UK Trades Union Congress chose an even briefer way of defining teleworking:

'Distance working facilitated by information and communication technologies' (TUC, 1998)

Other definitions observed in other works include:

- 'telework occurs when information and communications technologies (ICTs) are applied to enable work to be done at a distance from the place where the work results are needed or where the work would conventionally have been done' (ETO, 2000a).
- 'Working at a distance from one's manager and colleagues for 1 or more days per week. It may or may not include mobile working. It may or may not include any office working.' (Akselsen, 2001)
- 'An activity whereby people work at a distance from an employer (or an instructing organisation), using ICT to overcome that distance' (Depickere, 1999, p.100).

- 'Working away from the traditional office using computers and telecommunications facilities to maintain a link to the office' (Belanger, 1999).
- 'Any form of substitution of information technologies (such as telecommunications and/or computers) for normal work-related travel; moving the work to the workers instead of moving the workers to work' (JALA, 2002).

Despite a basic consensus on the main features of telework, definitions still remain distinctive and not entirely in agreement with each other in respect to what working practices merit the term. As current forms of telework remain varied and new forms of telework are continuously emerging, the application of a common definition for telework presents a significant challenge. Consequently, rather than adopting a precise definition, other researchers identified the key criteria that exemplify teleworking (Huws et al 1999, Standen et al, 1999, Belanger & Collins 2001), featuring six dimensions that comprise:

- **Communication**
disagreements on the extent and forms of communication, particularly in respect to a reliance on electronic as opposed to inter-personal or telephonic means feature in various definitions. A discreet definition of teleworking would focus on high usage of electronic communication (e-mail, web and other similar forms), while broader definitions include people relying on such forms of communication as an integral part of their work, as exemplified by call-centre workers or home-based sales staff relying on telephone calls rather than using electronic communication;
- **Content**
disagreements in this context, relate to the type of work in which a worker is engaged. Simple definitions relate exclusively to 'knowledge work' whereas broader definitions comprise jobs such as sales or technical support, wherein personal contact with clients is considered to be an important part of their activity;
- **Location**
whilst all definitions feature work carried out AWAY from a traditional base (office, headquarters, production facility), variation remains in respect to the quantity of work carried out in such conditions. Discreet definitions of teleworking focus on substituting work in the office by that in the home. Broader definitions also include work undertaken at other locations, such as other organisational offices or client's premises. The implications of these deviations relate to the number and trends of people engaged in telework, with a significant level of error arising to 'borderline' types of occupations as exemplified by on-the-road sales teams;
- **Organisation**
at an organisational level, divergences relate to the organisation's boundaries. Discreet definitions

refer to teleworkers as employees engaged by employers. Broader definitions comprise other categories such as the subcontracted self-employed workers.

■ **Time**

the number of hours that teleworkers spend teleworking is an additional contention. A narrow definition will indicate significant percentage of work activities in teleworking or teleworking carried out at least one day in every working week. Conversely, a broader definition relating to the time aspect would denote a lower proportion of teleworking. An additional aspect relates to when workers engage in telework, especially when people telework in the evening or during weekends. This type of teleworking outside normal working hours maybe conducted over and above the workers' fixed office commitments.

■ **Travel**

The degree of physical travel that is substituted by electronic means is an additional contention in the definition of telework.

One exceptionally comprehensive definition includes all these dimensions, adopted by JALA (2002):

'telework must involve technology substitution for what 'normally' would involve travel.

At least one of ICTs must be critical to make telework possible and has to be used at least 10% of working hours, averaged over a year.

Teleworkers must get paid for teleworking efforts.

Workers have to telework at least 10% of their annual working hours.

Teleworking must involve a change in 'business as usual'.

Telework tasks must be information/knowledge oriented (and brain surgery via ICT can be categorised as teleworking)' (JALA, 2002).

ECaTT project spells out a precise definition of teleworking in general in favour of definitions of particular forms of teleworking, based on location of work and the employment status of individuals undertaking it (EcaTT, 2000, p.8). Such considerations identified five main forms:

- Home-based telework – 'a relocation of the workplace, for part or whole of the working time, from the company site to the home of the employee';
- Supplementary telework – work 'that tends to occur in addition to the regular working time which is spent at the central establishment site';
- Centre-based telework – 'workplaces in close proximity to the homes of individuals working there'

-
- Mobile telework – workers ‘who spend 10 hours per week or more away from their home and their main place of work’
 - Telework by self-employed in SOHOs (small office, home office) – ‘self-employed persons whose main place of work is at home and who are communicating with their contractors and clients and business partners by way of new ISTs’ (EcaTT, 2000).

However, the EcaTT study noted that telecentres are impossible to distinguish in practice from normal workplace locations and therefore did not consider them further in their analysis. The inclusion of call centres proves controversial. It has been argued that call centres simply represent new arrangements in the traditional way of working – a continuation, for example, of the development of satellite centres away from head offices, designed to undertake particular administrative tasks (ILO, 2001). Countering this aspect is the high technological content of call centre work – an issue that features significant organisational and (often) physical dislocation of the traditional workplace and markets served.

This discussion highlighted the differences in classification of teleworkers intent of enabling an understanding about the nature of telework as a contrasting aspect from non-telework employment. In context of the requirements of the National Commission for the Promotion of Equality, namely that of telework initiatives to be promoted among organisations, the work in this report will focus on teleworkers who are home-based, supplementary or mobile teleworkers, excluding human resources engaged in telecentres or as self-employed resources through Small Office – Home Office arrangements.

3 Telework Dynamics

Various are the justifications why teleworking occupies a high priority in the European Union's agenda. Such priority, evidenced by political statements, programmes of encouragement, awareness campaigns and financial aid to innovative projects that proliferated in recent years, is in part a recognition that an estimated 10 million teleworkers contributed to Europe's Gross Domestic Product in 2000.

Indeed, around nine million jobs were estimated to contain a level of telework (Empirica, ECaTT project, 2000) – or 6% of the European Union workforce (European Foundation for Quality of Living & Working Conditions, 1999). The latter also established that 4.9% of all European workers teleworked more than 25% of the time (European Foundation, 2000).

Table 1 sets out a summary of the number of teleworkers in different EU countries (Empirica, 2000; European Commission Ework, 2000)

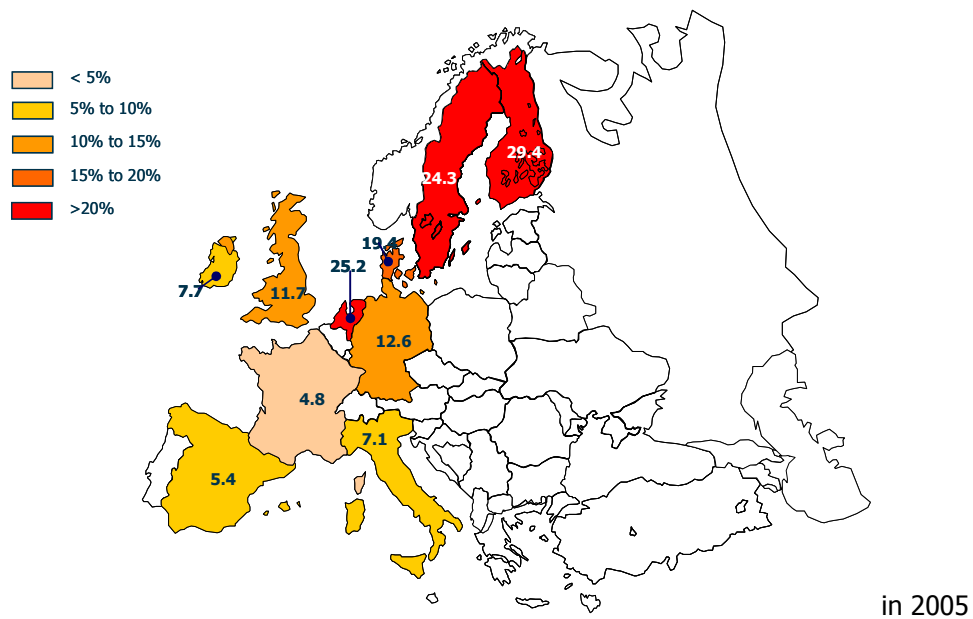
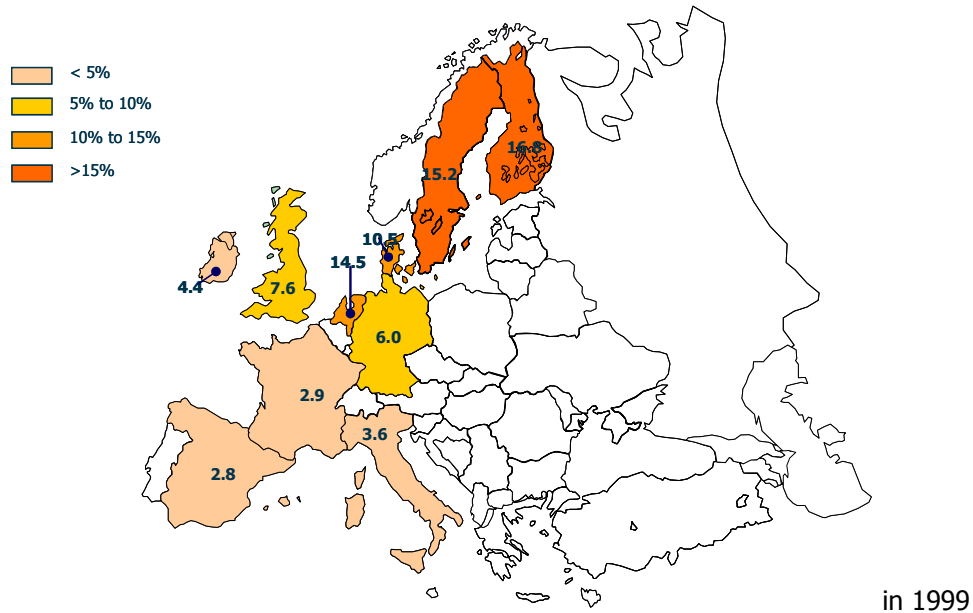
Table 1 – Telework in Europe (4)

	Home-based Teleworkers	Mobile Teleworkers	Regular Teleworking (including Home-based and mobile)	Regular & Occasional Teleworking	% of Labour Force 1999	% of Labour Force 2005 (estimate)
Denmark	121,000	56,000	176,000	280,000	10.5%	19.4%
Finland	142,000	55,000	229,000	355,000	16.8%	29.4%
France	272,000	182,000	499,000	635,000	2.9%	4.8%
Germany	538,000	520,000	1,562,000	2,132,000	6.0%	12.6%
Ireland	14,000	4,000	26,000	61,000	4.4%	7.7%
Italy	315,000	270,000	584,000	720,000	3.6%	7.1%
Netherlands	285,000	308,000	593,000	1,044,000	14.5%	25.2%
Spain	162,000	65,000	259,000	357,000	2.8%	5.4%
Sweden	207,000	90,000	313,000	594,000	15.2%	24.3%
UK	630,000	550,000	1,273,000	2,027,000	7.6%	11.7%
Other EU (estimated)	259,000	205,000	534,000	804,000	5.0%	
Total EU	2.95mn	2.31mn	6.05mn	9.01mn	6.0%	10.8%

Telework as an employment arrangement appears unevenly distributed in the European Union, with following deductions holding in respect to such observations:

- telework is a substantial reality in Nordic countries
- North-Central European countries are moving in the same direction
- Central-Mediterranean countries are experimenting with this mode of working
- The gap between countries with 'high teleworking' and countries with 'low teleworking' is possibly increasing rather than decreasing.

Figure 1 – Telework in Europe (5)



The above sets a comparative picture with the situation in the US, where an estimated 23.3 million people were engaged in home based telework in 1997 (US Labor Force Statistics, 1999). An estimated 21.5 million of such people had this work arrangement related to their

⁴ Source: ECaTT 2000 and

⁵ Adapted from ECaTT, 2000

primary job, whilst 3 million persons were estimated to be engaged in such arrangement in respect to their secondary job. An estimated 1.2 million people worked at home for both primary and secondary jobs. About 60% of teleworkers used a computer for the conduct of their work while 35% used a modem and 28% adoperated fax equipment (BLS, 1997).

Although the Bureau of Labor Statistics does not convert these figures into official statistics on teleworking, it is reasonable to tentatively locate the number of American teleworkers between 7.5 million (those using a modem) and a maximum of 12.5 million (those using a computer), meaning that already by 1997, between **6% and 10%** of the total workforce in the US was teleworking from home, for their main job. Other research in the US showed larger figures for the number of teleworkers, as exemplified by that of the International telework Association and Council (quoting 'in excess of 19.6 million people reporting to work as telecommuters in September 1999'; ITAC, 1999), Cyber Dialogue ('18 million telecommuters in the United States in 2000'; Cyber Dialogue, 2000).

Different characteristics of eWork and telework prevail across EU Countries, largely as a result of the diverse histories, cultures and economies that influenced each Member State's organisational practices and employment sector. An 18-country study involving 7,268 establishments (engaging 50 or more employees) in Europe (Bates & Huws, 2002), established that 49% of employers engage the services of workers in *some form* of eWork. Nearly one employer in ten adopted multi-locational work across a portion (if not all) of the associated workforce. More significant is the observation that one employer in six (17.3%) uses freelance resources to deliver some form of information service. While such forms of work arrangement are not associated with any type of social isolation, these statistics suggest the heavy reliance on information technologies that enable ICT dependent subcontracting networks, largely as a result of the rapid and significant advances in ICT.

Within a tighter definition of eWork ⁽⁶⁾, 11.4% of European employers engage the services of 'e-lancers'. Contrastingly, the average specifically home-based teleworker is the least popular of forms of eWork, featuring only among 1.5% of establishments participating in the research.

⁶ Work delivered exclusively by means of telecommunications.

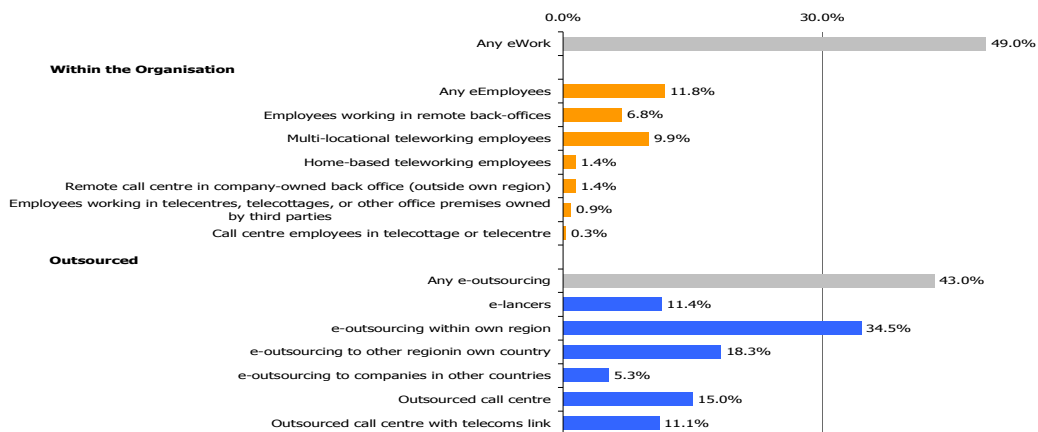
3.1 National Variations within the EU

The above depicts only an introductory level setting across the European Union as significant is the variation across EU Member States in respect to telework and eWorkers. Indeed, countries with high levels of eWork tend to group into two broad categories:

- advanced high-tech economies such as Sweden, Finland and the Netherlands, which make use of ICT technologies for a wide variety of eWork practices; and
- countries in Central, Eastern and Southern Europe such as Italy, Spain, Hungary, Poland and the Czech Republic, which have very high levels of outsourcing, sometimes rooted in economic systems which favour small firms or with a large informal economy.

National differences in terms of eWork take up (as at 2000) are set out in Figure 3 & Figure 4.

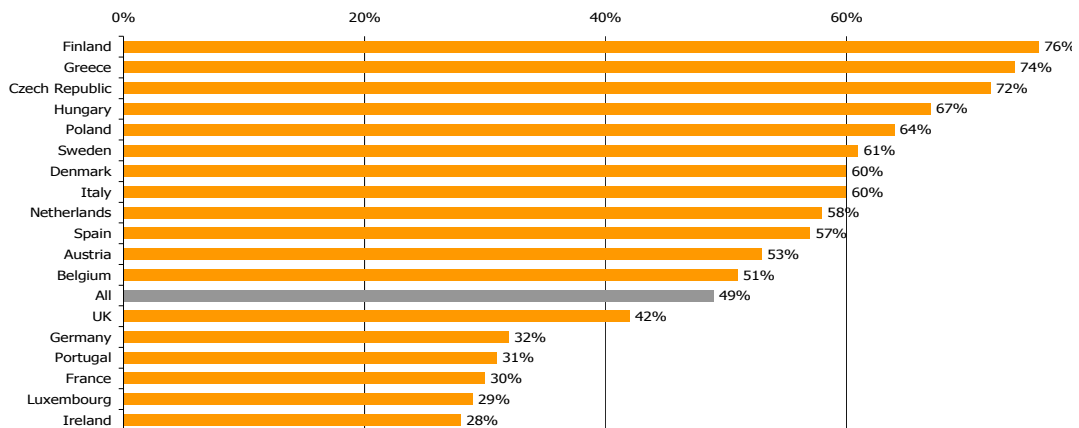
Figure 2 – Types of eWork & Telework in Europe



Notes: Weighted figures; % of establishments with >50 employees in EU (15) plus Hungary, Poland & Czech Republic

Source: EMERGENCE European Survey, 2000 (IES/NOP)

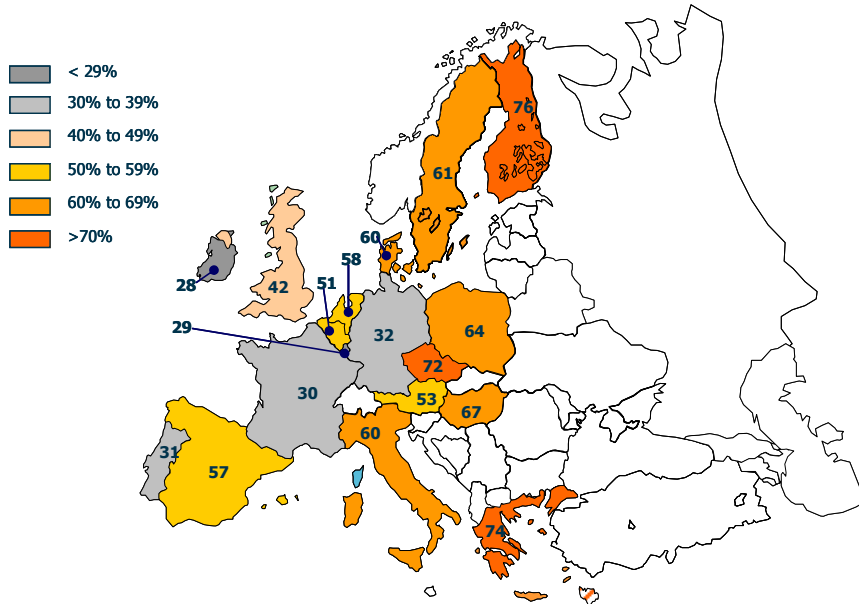
Figure 3 – Proportion of Employers Utilising eWork in Europe



Notes: Weighted figures; % of establishments with >50 employees in EU (15) plus Hungary, Poland & Czech Republic

Source: EMERGENCE European Survey, 2000 (IES/NOP)

Figure 4 – eWork in Europe (7). Percentages Relate to Proportion of Employers Adopting eWork Arrangements



Significant are the observations pertaining to the low apparent levels of eWork in Ireland, Luxembourg and Portugal – observations that are, in part, the result of such countries being classified as a single region. This definition renders organisations to fall outside the definition relating to the use of ‘remote back offices’ or ‘utilising outsourcing strategies within same country but outside their own region’. In contrast, larger economies (Germany, France and UK to a lesser extent) feature a lesser significant level of eWork owing to their sheer size, bringing the EU average down altogether. Two key factors impinge on this low level of eWork take up:

- the stronger corporate models of industrial relations prevailing in Germany and France, and
- a significantly more elevated educational level among in-house workforce to draw on and hence a lesser need to seek talent externally.

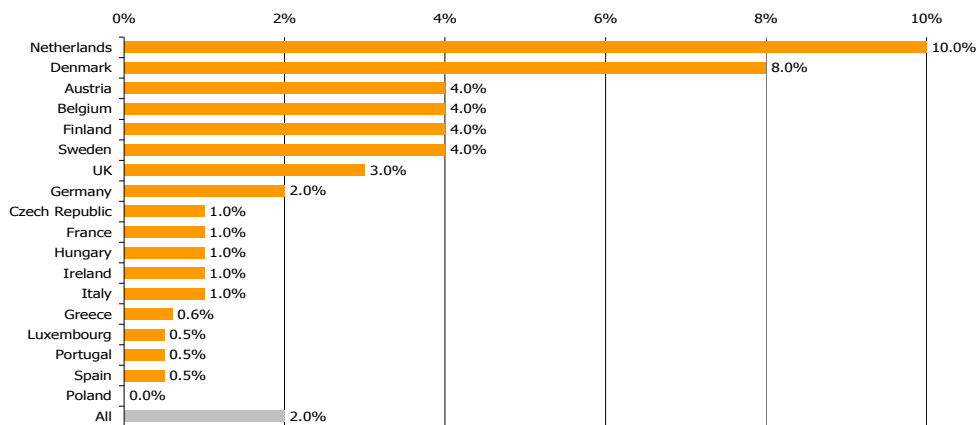
3.1.1 Home Based Teleworkers

Figure 5 sets out a representation of the proportion of employers in Europe (2000) that used home-based teleworker arrangements in employment contracts, showing how the Netherlands lead in this form of employer-employee relationships. This observation reflects a strong tradition

⁷ Adapted from *EMERGENCE European Survey, 2000 (IES/NOP)*

of home-based working in the Netherlands, combined with an advanced use of IT and a relatively strong social protection system that encourages employee status. As significant is the active telework Platform in the Netherlands, actively promoting this form of work for the past years.

Figure 5 – Home-based Teleworking Employees in Europe

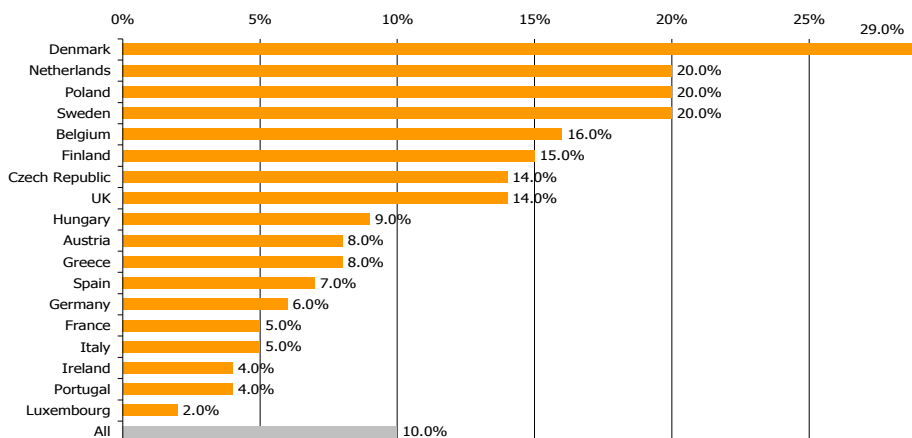


*Notes: Unweighted base: 7,268 establishments with >50 employees
Source: EMERGENCE European Survey, 2000 (IES/NOP)*

Also notable is Denmark’s relative use of home-based telework arrangements. Telework was a high profile subject in public debates for a number of years, paralleling the negotiation of innovative collective agreements to cover this form of work by trade unions.

3.1.2 Digital Nomads

Figure 6 – Multi-locational Teleworking Employees in Europe



*Notes: Unweighted base: 7,268 establishments with >50 employees
Source: EMERGENCE European Survey, 2000 (IES/NOP)*

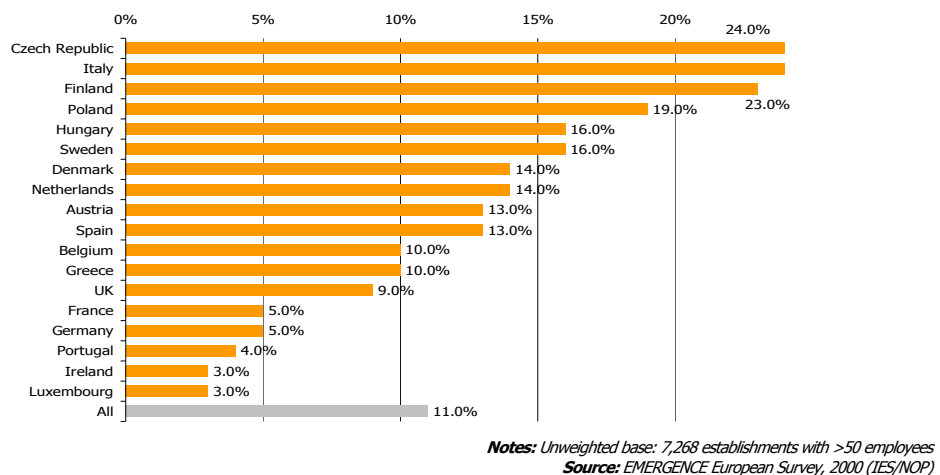
In contrast with the situation pertaining to home-based teleworkers, various are the countries featuring a significant use of multi-locational forms of eWork and telework over purely home-based arrangements. Denmark, the Netherlands, Sweden, and Poland lead the rest of the European countries in adopting such work arrangements, with nearly one in three employers in Denmark adopting such arrangements in their workforces.

3.1.3 eLancers

In a number of countries across the European Union, people working from home using ICT are less likely to be employees and more likely to have adopted a freelance status, as set out in Figure 7, showing how eLancers are a more common incidence in

- Italy (owing to a relative dependence of industry and service sectors on IT skills that are not part of an organisation),
- Finland (an economy that characterises a relatively high level of reliance on ICT skills),
- Czech Republic, Poland and Hungary (where restructuring employers outsource the required specialist ICT skills, enabling rapid adaptation to constantly changing market conditions).

Figure 7 – eLancers in Europe



3.1.4 The Right to Choose Telework Voluntarily

Considered at its early stages of development, telework is frequently offered to workers on a voluntary basis – largely in line with a common belief that any positive results may not accrue when telework is imposed on unwilling employees.

Bargaining associations and trade unions are accredited with their efforts to ensure that the voluntary principle in collective agreements is in place wherever telework was introduced. From a legal standpoint, it is debatable to what extent an employer has the right to impose telework on employees. Although employment laws vary from one country to another, employers in a number of countries do have the right (within certain limits) to unilaterally change the work place of their employees. Such changes can only be effected if the employment contract covers such in the essential working conditions. Otherwise, adopting telework can only be effected when parties concerned – employer, employees and trade union – agree on such introduction of a new work arrangements (Blanpain, 1997).

Equally significant are the efforts exerted by Trade Unions to ensure that employees retain a right to return to traditional work arrangements following the adoption of telework: the principle of 'right to return', exemplified by specific clauses in a large number of collective agreements throughout Europe. Such principle is especially relevant where teleworkers experience changes in home circumstances – exemplified by marriage or relationship breakdowns or in cases of moving to a smaller home. Various are the divergencies observed on this principle, particularly relating to the economic situation among employers. Indeed, reverting back to a regular form of employment is often difficult, particularly in the case of employers who adopted telework to flexibilise their workforce and adapt to tightening market conditions. In such cases it is not rare for employees to be in a position to retain telework as the only form of feasible employment with the present employing organisation, who may be facing economic constraints. This principle also stands out in the context of employees recruited from the labour market directly through a telework arrangement – in which case the opportunity for teleworkers to change to a regular form of employment remains a rare occurrence.

3.1.5 Full-time vs. Part-time Working

The concept of flexibility has led to the growing prevalence of telework as a part-time activity – a stark contrast in considering that telework originally started out as a full-time activity. Negative aspects arise from telework as a part-time activity – particularly in respect to a lack of social interaction and isolation, difficulties in combining family and working duties, and physical and psychological problems for the individuals concerned.

Various are the features relating to the basis of employment in respect to teleworkers. In Germany, for instance, teleworking was introduced on an 'alternating' basis – enabling

teleworkers to work from home for one or two days weekly, whilst working in a normal office at the regular place of work on the other working days. Although this seems to be a very suitable arrangement, the savings accruing from teleworking practice are not optimised, as employers still incur costs in facilities whilst employees do not benefit fully from significantly reduced commuting. Nevertheless, the option of telework on a part-time basis is often involuntary and imposed on human resources who often cannot secure a full-time regular job (Di Martino, 2001).

Telework on a part-time basis was intent on alleviating the negative aspects resulting from full-time telework. Nevertheless, negative aspects arise from such part-time work arrangements – exemplified by the generally inferior working conditions that contrast against the conditions enjoyed by full-time regular workers. Basic provisions of protection as set out under different employment regulations across Europe may not be applicable if telework contracts do not feature an established amount of working hours for a fixed period of time. Indeed, about 43% of workers in part-time arrangements are subject to inferior conditions of work when compared to full-time counterparts, while an estimated 47% of workers believe that switching to a part-time activity meant that their conditions of work will deteriorate (European Foundation for the Improvement of Living and Working Conditions, 1999).

3.2 Telework in Malta

Malta's transformation into an Information Society – a move started at the turn of the millennium, various are the factors that enable the effective take up of telework by Maltese workers and employers in responding to increasingly challenging commercial, employment and social conditions. Indeed, Malta's National ICT strategy for 2004 – 2006 is deemed to bear significant economic implications and is considered as an established social project, tending to promote the use of technology to augment the efficiency of utilisation of resources by closing the digital divide across all aspects of Maltese society comprising:

- women,
- children,
- the elderly,
- physically challenged persons,
- the unemployed, and
- those who need their skills refined or updated to modern needs (National ICT Strategy, 2004).

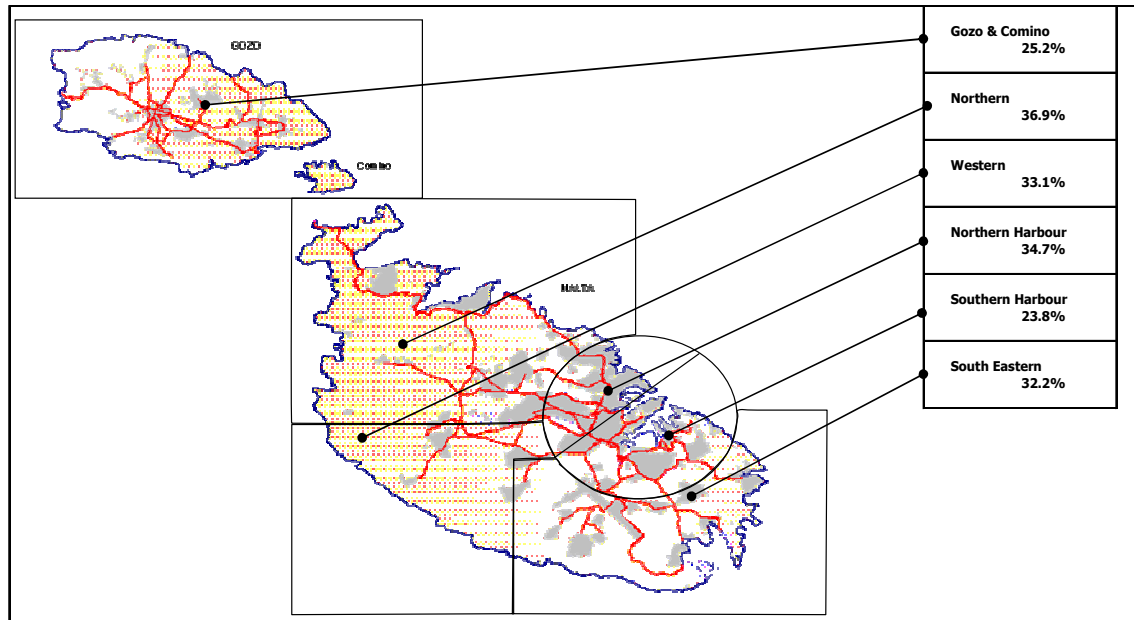
It is significant that Malta's National ICT strategic plan aims at having three-fourths of all Maltese households connected to the Internet by the end of 2006 – a feature of this strategy that aims to:

- promote the application of ICTs to improve day-to-day working activities;
- establish ICTs as effective management information tools for strategic and tactical planning, supporting more rational decisions within a learned environment;
- ingrain management information into the business, financial and management control culture of senior management;
- augment value for money by promoting effectiveness of ICTs;
- maximise the use of resources deploying ICTs within a management control structure, and
- promote an ICT culture among SMEs intent on making them harness effectiveness and efficiencies supported by ICT in business operations.

Efforts within Malta's ICT Strategy, directly or indirectly, support the development of a culture that encourages the adoption of telework as a feature within Malta's employment landscape. Indeed the importance of telework is recognised at National levels in respect to the labour market matters – as embodied within Malta's National Action Plan for Employment published in 2004. Telework is considered not only as an innovative form of work arrangement that supports an enhanced work-life balance, but establishes opportunities for work for human resources who are otherwise unable to engage in paid work – exemplified by women, persons with disabilities and persons with caring responsibilities.

Malta's ability to adopt telework is supported by not only a need for telework among specific human resources, but also by Malta's ICT context. An estimated 38.0% of Maltese households featured a desktop computer among the items used by household members, while 31.3% of Maltese households had access to Internet (National Statistics Office, 2003). Such access tended to differ across regions in Malta & Gozo – with 36.9% of households in the Northern region featuring such access, contrasting against the Internet access featuring in 23.8% of households in the Southern Harbour region.

Figure 8 – Internet Access in Malta (8)



Equally noteworthy is a 30.5% of households had experienced basic computer training – with proportions receiving such training varying with age. Indeed, an estimated 33.6% of persons aged 15 to 24 years had received such type of training, contrasting against the 10% of persons aged 55 years or older. Notwithstanding, whilst 26.8% of the Maltese population used the Internet and 25.7% had a personal e-mail address, an estimated 2.9% of the Maltese used the Internet to find information related to work or business, while 2.3% used the Internet to send work carried out at home to the work place. These proportions translate into 58.0% of Internet users utilising the Internet as an information source related to work or business, while 47.1% use Internet to send work carried out at home to work place (Table 2 and Figure 9).

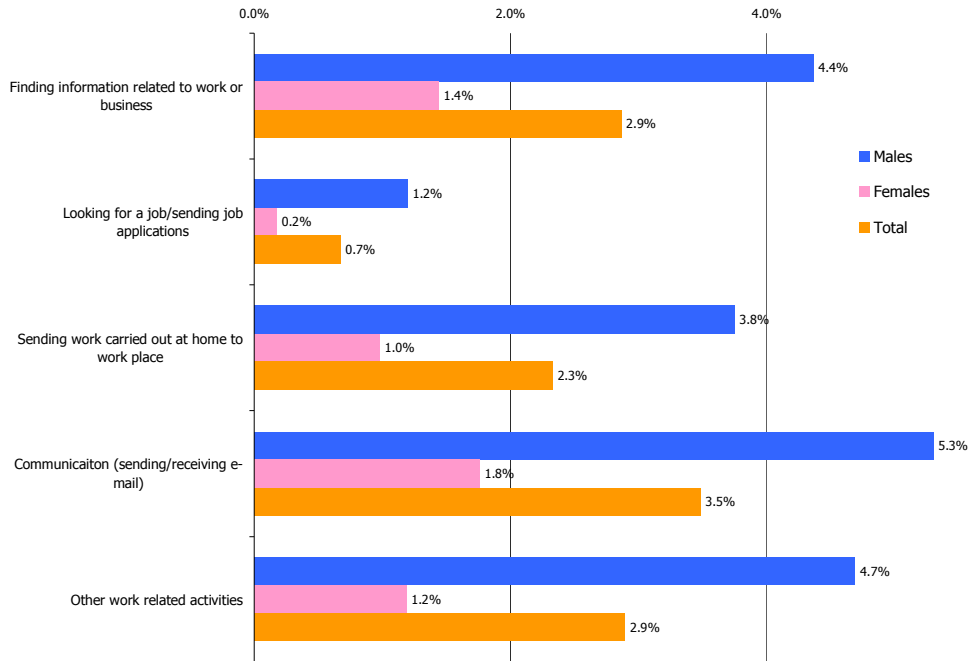
Table 2 – Internet Usage in Maltese Households in 2002 (9)

Internet Usage	Proportion of Home Internet Users			Estimated Proportion of Maltese Population		
	Males	Females	Total	Males	Females	Total
Finding information related to work or business	60.6%	51.6%	58.0%	4.4%	1.4%	2.9%
Looking for a job/sending job applications	16.6%	6.3%	13.6%	1.2%	0.2%	0.7%
Sending work carried out at home to work place	52.0%	35.1%	47.1%	3.8%	1.0%	2.3%
Communication (sending/receiving e-mail)	73.5%	63.1%	70.5%	5.3%	1.8%	3.5%
Other work related activities	65.1%	42.6%	58.6%	4.7%	1.2%	2.9%

⁸ Adapted from National Statistics Office, 2003.

⁹ Source: National Statistics Office, 2003

Figure 9 – Home Internet Use for Work Purposes across Men & Women in Malta ⁽¹⁰⁾



Differences between sexes are significant – women using the Internet for work related purposes accounted for 22% of the number of persons using such media for work at home. Nevertheless, comparisons cannot be made across men and women in employment, albeit it is assumed that such variation in the use of Internet at home for work purposes among men and women is likely to decline when both men and women are in employment.

Another perspective relating to supporting conditions for telework is that among employers and their ICT context. Table 3 sets out a summary of the features of Maltese enterprises in respect to ICT usage and processes, showing how 97% of Maltese enterprises used ICT in 2003, while 94% used Internet in ordinary business activities. Equally significant is the observation that 46% of employees in these enterprises used computers regularly while 30% of employees in these enterprises used Internet regularly. An estimated 11.4% of enterprises used telework – as summarised in Table 4, with the proportions of enterprises adopting such form of flexible work arrangement varying from a minimum of 1.7% (manufacture of chemicals, plastics & rubber products) to 87.0% (computer and related services).

¹⁰ Adapted from National Statistics Office, 2003

Table 3 – ICT Usage in Maltese Enterprises in 2003 ⁽¹¹⁾

ICT Usage Feature	Proportion of Enterprises
Using ICT	97.0%
Using Internet	94.0%
Featuring website / homepage facilities	73.0%
Featuring online facility for marketing	90.0%
Purchasing supplies over Internet	22.0%
Employees regularly using computers	46.0%
Employees regularly using Internet	30.0%
IT Management systems for order and purchases	56.0%
e-sales as a proportion of total turnover	13.0% of turnover
e-purchases as a proportion of total purchases	18.0% of purchases

Table 4 – Telework in Maltese Enterprises in 2003 ⁽¹²⁾

Sector		Proportion of employers adopting telework within sector
Manufacturing	Food & Beverage, Tobacco, Textiles, Clothes, Leather, Wood, Paper, Printing & Publishing	4.8%
	Chemicals, Plastics & Rubber products	1.7%
	Other non-metallic, materials, basic metals, fabricated metal products	6.0%
	Machinery & equipment, office machinery, electrical machinery, radio-TV-telecom etc, medical & precision equipment, car industry, other transport equipment, furniture & manufacturing NEC, recycling	8.7%
Energy	Water & energy supply	66.7%
Construction	Construction	14.7%
Wholesale, retail, motor trade & repairs	Motor trade & repairs	7.3%
	Wholesale trade (except motor trade)	10.9%
	Retail trade (except motor trade)	6.3%
Hotels & restaurants	Hotels, with or without restaurants	6.8%
Transport, storage & communication	Land, water, air and supporting auxiliary transport activities	19.9%
	Post & telecommunications	30.0%
Financial intermediation	Central Bank, other banks & insurance	27.3%
	Activities auxiliary to financial intermediation	22.2%
Real estate, renting & business activities	Real estate, renting & other business activities	15.5%
	Computer & related activities	87.0%
Community, social & personal services	Motion picture & video, radio & TV activities	6.7%
Across all sectors		11.4%

More recent research in 2005 ⁽¹³⁾ established that only 3.8% of employers made use of some sort of telework arrangements. Such arrangements were typically a more common incidence among the larger employers with 200 or more employees, contrasting against the relative incidence of such arrangements among small enterprises (less than 50 employees) (Figure 11).

¹¹ From National Statistics Office, 2004

¹² Source: National Statistics Office 2004

Equally significant is the observation that 88.4% of such arrangements featured roles comprising management, professional, and associate professional workers (Figure 10). A total of 23 different occupations were quoted by employers, summarised in Table 5

Figure 10 – Telework across Occupations (Employment & Training Corporation, 2005¹⁴)

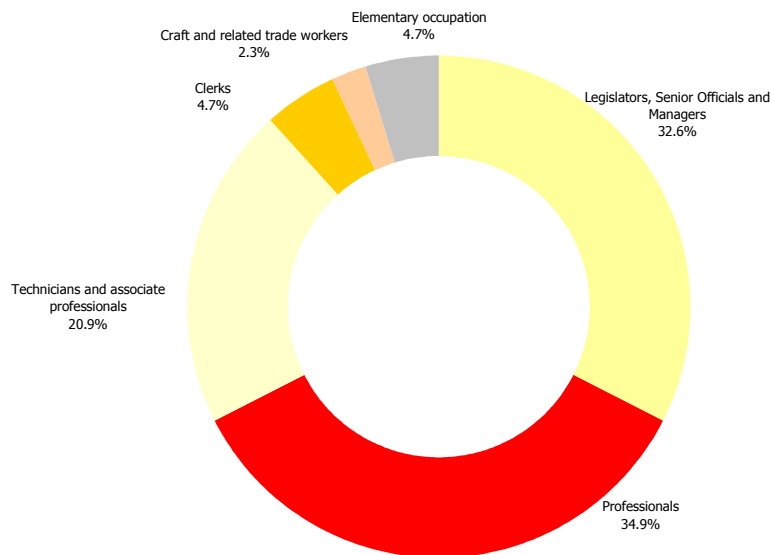
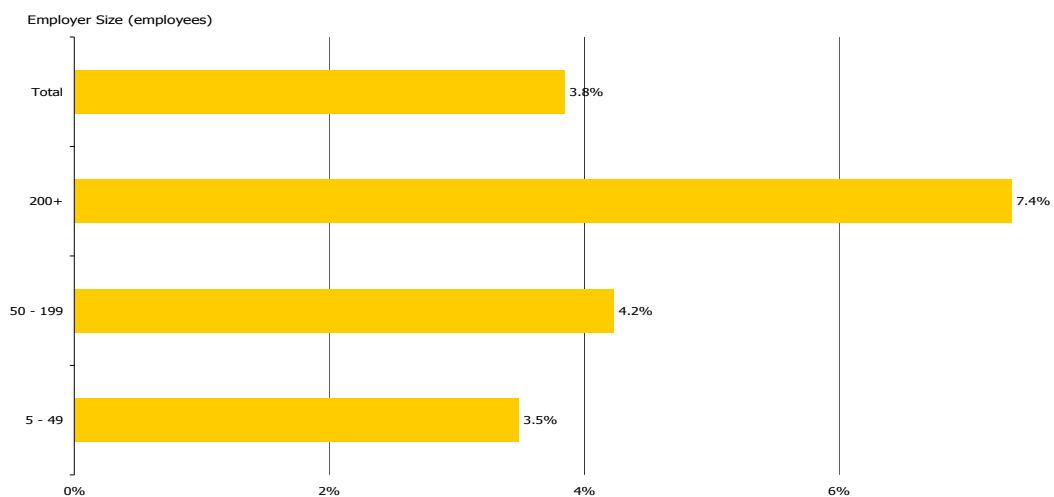


Figure 11 – Telework across Employers (Employment & Training Corporation, 2005)



¹³ Source: Employment Barometer, Winter 2004 Spring 2005. Employment & Training Corporation, 2005. Research involved a sample of 1,118 employers engaging five or more employees in Malta & Gozo

¹⁴ Occupations classified in accordance with International Standard for Classification of Occupations 1988. International Labour Organisation.

Table 5 – Telework & Related Occupations (Employment & Training Corporation, 2005)

Occupations	Under 50	50 - 199	200 +	Total
Accountants	30.0%			20.9%
Administrative officer	10.0%	12.5%		9.3%
Clerks general duties	3.3%		20.0%	4.7%
Computer programmers	3.3%			2.3%
Customer care		12.5%		2.3%
Designer, graphic, furniture, decoration		12.5%		2.3%
Director, Chief Executive		12.5%		2.3%
Editor-video-sound/motion picture		12.5%		2.3%
Engineer electronic & telecommunications	3.3%			2.3%
Inspector health	3.3%			2.3%
Lawyers	3.3%			2.3%
Managers general	3.3%			2.3%
Managers in computing services	3.3%			2.3%
Managers in finance and administration	10.0%	12.5%		9.3%
Managers in research and development		12.5%		2.3%
Managers in sales and marketing	13.3%	12.5%		11.6%
Managers of business services	3.3%			2.3%
Tailors, dressmakers and hatters	3.3%			2.3%
Primary education teaching professionals			20.0%	2.3%
Purchasing officer			20.0%	2.3%
Research - analyst			40.0%	4.7%
Sales representative	3.3%			2.3%
Outworker	3.3%			2.3%

Attitudes towards telework among employers and workers in Malta are wide and varied. St. John (2005) quotes that teleworkers see such work arrangements as an opportunity to spend more time at home with family or perhaps allocate more time for social activities, or see the arrangement as an 'opportunity for procrastination and a stunted career path' by just bringing the work venue to home. From an employer's viewpoint, telework is seen as a means of improving productivity and effectiveness, presenting benefits to both employer and worker. Indeed, a Government owned company embarked on a telework pilot project in 2001 following recognition of such win-win outcome ⁽¹⁵⁾. A hybrid approach was then adopted, involving employees working at MITTS' premises for two days out of a five-day workweek, with the rest of work conducted at home. Such an approach ensured that workers were not subject to isolation. Workers engaged in this form of work were equipped with broadband interconnectivity, laptop PC and associated security features exemplified by personal firewall and virtual private network amongst others.

¹⁵ Malta Information Technology and Training Services Ltd (MITTS).

The project was hailed by both MITTS' human resource management and teleworkers, claiming various benefits and improvements in performance among people as a result of telework. Such improvements, however, remained unquantifiable.

3.3 Driving Forces

Trends in working arrangements and hours accommodate the needs of both employers and employees. On one hand, enterprises can better meet the dynamics of a competitive environment through the adoption of flexible work arrangements, thereby supporting the building of an increasingly flexible work force. At the same time, flexible work arrangements enable better participation of people in the work force, bringing augmented opportunities for a more socially oriented work-life balance as human resources entertain social needs whilst in paid work – exemplified by women, single parents, persons with disability and workers engaged in studies or compelled to satisfy other social commitments. Moonlighting – the phenomenon wherein workers engage with more than one employer ⁽¹⁶⁾, is but one result of the opportunities arising from flexible work arrangements, and is a noteworthy feature in telework.

The promotion of teleworking by various governments in several countries is considered as an additional motive for the adoption of telework by enterprises and workers alike. Keen in stimulating such take-up, various governments based their programmes on a proven set of benefits within social and economic dimensions – affecting the fate of employers, individuals and society on different levels (MIRTI, 1998):

- reducing traffic in urban areas;
- energy savings along with other environmental benefits;
- augmented economic and social health of rural or peripheral areas;
- creation and sustenance of employment opportunities in specific areas.

¹⁶ As a single source of income. Multiple work engagements may also be taken up by workers in seeking to fulfil needs for flexibility in combining work and family, growing financial stress, and/or a need to develop alternative job prospects. Such pattern, termed as moonlighting, may involve the holding of two part-time jobs in order to schedule work hours around family obligations. Moonlighters may also add a part-time job to a primary full-time job because of financial hardship or as a way to improve their standard of living; or they might work at an additional job as a way of learning new skills or preparing for a career change (Kimmel, 1995; Conway Smith & Kimmel, 1998). Moonlighting is attributed as a significant avenue for short-term labour supply adjustments.

A series of benefits accrue to both employers and employees from telework, translating into community wide gains that augment the quality of living conditions of a society. Nevertheless, as effective communication within an organisation is considered as a critical success factor in rapidly changing market conditions, the ability of staff to share information rapidly and easily throughout an organisation becomes entirely reliant on the use of ICT effectively when teleworking is adoperated.

3.3.1 Knowledge Based Organisations

The modern organisation has had its major influences from the first industrial revolution. For more than a century, the modern organisation based its operations on a set of unwritten but very forceful rules, largely pertaining to a paradigm wherein workers assemble at the same workplace on a daily basis and work together for a fixed number of hours daily, with accepted variations pertaining to shiftwork and overtime. This behaviour lies at the basis of various values adopted by diverse industries and societies – as exemplified by the job-for-life culture ⁽¹⁷⁾ that featured strongly up to the end of the 1960s in the corporate world.

In responding to an ever-demanding environment, new corporate structures and strategies influenced the prevalent form of attachment between employees and employers. Indeed, three major developments remain important in this regard (Osterman, 2001):

- shifts in the understanding of in whose interest the firm acts;
- shifts in what is seen as best practice regarding the activities that the firm should engage in and in its relationship to suppliers, and
- changes in ideas about organisational form and the types of work organisation that represent the most efficient and productive techniques of value addition.

While the third thrust is in the sense of a strengthening employee – employer relationship, the other two point at weaker attachments between employers and employees, with results yet unclear.

A distinction between a stockholder's and a stakeholder's view of the goals of the firm is possible – it is clear that pro-stockholder perspectives prevail in most industrial contexts, with

¹⁷ A worker undertaking a job with one employer for many years or until such time when the worker is due for retirement.

organisations seeking to maximise economic efficiencies to result in higher profitabilities and consequent better returns to stockholders. Within this 'finance view', the firm becomes merely a collection of financial assets – a view that during the 1980's stimulated (in part) the surge in takeovers and acquisitions throughout Corporate America and Business Europe in combating excess capacity and the freeing-up of capital (Jensen, 1993). Mergers & acquisitions became even more pronounced in the early 1990's, with additional stock market pressures influencing strategies and managers' logic that prioritise shareholder value.

More significant is the notion that industries (and consequently jobs) became more knowledge oriented, with knowledge featuring at the basis of any critical success and core competence factors. Kay (1990) attributes innovation and strategic assets (inclusive of knowledge) as a key to an organisation's competitive advantage that is 'inimitable, of value to customers and with a durable effect'. Knowledge, thus, lies at the fundamentals of corporate development and success, reliant on people development (rather than mere technological evolution) in the optimisation of corporate strategies that address better new competitive challenges in a globalising world. It is here where motivated and committed workers make the difference – favouring advances on productivity, innovation and consistent market oriented approaches in increasingly sophisticated consumer and corporate markets.

The 'new' organisation, which bases its operations on flexible working arrangements, thus requires a different paradigm, away from the job-for-life culture. Three major shifts emerge from the concept of operating within the 'new' organisation mode:

- throughout their life, workers shift their employment relationship from one-to-one to multiple employment relationships; from standard to atypical contracts of employment, and, from subordinate to autonomous work;
- workers endeavour to opt for flexible working arrangements rather than for fixed hours of work;
- teleworking arrangements are paving the way for the dismantling of the centralised workplace. These arrangements lead to the creation of a multitude of workplaces and to mobile working in various forms;

The above is reflected in a number of ways: workers are increasingly employed through atypical arrangements (part-time and/or temporary basis), while organisations adopt outsourcing and subcontracting approaches in performing various 'non-core' tasks. A spawning atypical work form thus became a strong feature in the European employment landscape, pushing workers across economies to become increasingly multi-skilled in maintaining a level of employability. Nevertheless, the distancing of human resources from a core group places a

significant challenge on the effective exploitation of knowledge – a critical requirement in the attainment of modern day business success.

The emergence of ICTs contributed towards the process of changing the modes of working, enabling workers to distance themselves from the organisation's core while still sharing and contributing to an organisation's body of knowledge as a sustainable competitive advantage. More significantly, the use of ICTs enabled enterprises to better exploit small market niches as technical economies of scale diminished – with a consequent growth of cottage industries or micro enterprises. Reliant on organisations that comprise a handful of people who share responsibilities and tasks for a common value addition, these organisations are heavily dependent on ICT for effective interaction between workers, enabling networking not only internally, but also with other similar sized organisations in providing a complete solution to increasingly demand customers.

Such is the case of the virtual organisation or the network organisation amongst the various forms and models of the 'one-stop' format. Such organisations prevail in highly fragmented industries that invariably rely on knowledge workers, exploiting increasingly powerful ICTs (a consistent trend in the past 30 years), mobile communication (growing exponentially over the past 20 years) and Internet, enabling continued cost improvements for the benefit of customers (and society). However important the changes in technology and work organisation, the final choice about whether or not to adopt teleworking remains with the individuals concerned.

3.3.2 The Decision to Telework

The development of telework as a significant feature in Europe's labour environment is a result of the considerations evaluated by both employers and workers in adopting such flexible form of arrangement as a working relationship between the two. Whilst the final determining factor in this respect, is undoubtedly the attitude that employers and workers adopt towards this mode of working, both sides distinguish themselves in respect to the variety of considerations made in adopting such form of work arrangement.

In implementing telework, employers require various conditions in place, leading to the successful exploitation of such arrangements. Such factors include:

- Established information and communication technologies that support flexible working and mobile working;

-
- A recognised need to optimise efficiencies related to travel – especially where the public transport option is impractical and inefficient for many business purposes;
 - Accurate employee and job selection, together with carefully defined terms and conditions for teleworkers;
 - Clear specification of deliverables and work conditions, corresponding hours of work, pay parity with on-site workers and annual leave;
 - Due considerations to insurance provisions pertaining to health and safety (albeit this area is still subject to heated debate in respect to rights of employers in assuring correct conditions of work at the employers' home);
 - Due considerations of technical requirements and security in the teleworker's home in order to guarantee a secure and efficient working environment, and
 - Addressing management styles that need to be adapted to suit this new mode of work.

In this respect, employers form attitudes towards telework largely as a result of the costs and benefits involved in such a work arrangement option (summarised in Table 6). In addition, perceptions and attitudes are also built as a result of other intangible factors, exemplified by:

- An apparent lack of direct supervision related to teleworkers, and
- A fear of the unknown arising from lack of knowledge and experience of telework and associated issues.

In contrast, in deciding to engage in telework, workers consider the following aspects: (Shafizadeh et al, 1998):

- The possibility of reduced status as a normal employee within an organisation;
 - Lack of promotion opportunities – worker is virtually invisible;
 - The benefit from a perceived higher status – being specially selected as teleworkers (contrasting against [1] above);
 - Missing the social interaction of the workplace ('social isolation') and the contact with the organisation;
 - Suitable physical space and conditions for work at teleworkers' location;
 - Savings arising from reduced travelling, with more time at hand for leisure, home or social activities, and
 - Additional costs that teleworkers will bear: exemplified by extra energy consumption (heating, lighting).
-

A more complex model of considerations is set out in Table 6 – showing how attitudes are built from cost and benefit considerations pertaining to different aspects of job design involved in telework. Apart from the factors shown above (in respect of employees) other factors play a role in the formation of attitudes towards telework, particularly in respect to employers.

In addition to the above, a number of factors impact on the working conditions of teleworkers, recognised to influence the decision to engage in telework. Such factors (Mahmassani et al , 1992; Yen et al 1994) include:

- the provision of instant access to information to teleworkers,
- the opportunity for input by teleworkers when jobs are redesigned;
- an assurance to teleworkers of fair assessment during the evaluation of work performance
- a guarantee to teleworkers that salaries are not adversely affected as a result of telework;
- an awareness about telework as an option to regular work among potential teleworkers, along with an awareness about the benefits of telework. This awareness must be built through an effective propagation of positive communications about telework experiences.

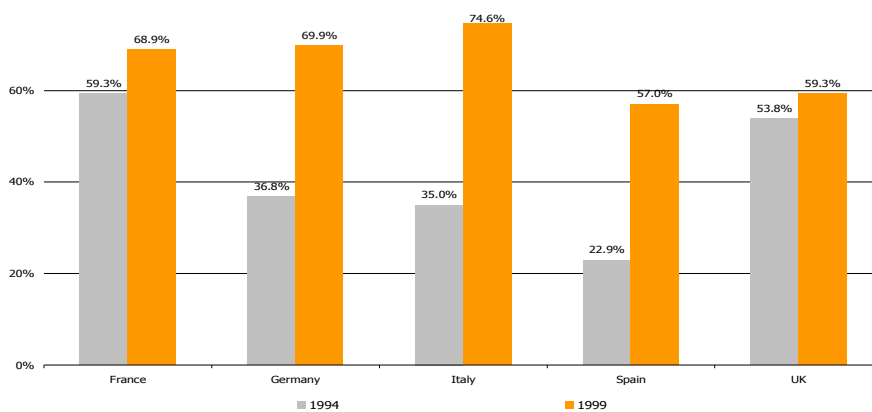
Table 6 – Adopting Telework: Some Considerations among Employers & Workers

		Costs	Benefits
Public	Start-up	<ul style="list-style-type: none"> ■ Marketing/training development ■ Evaluation 	<ul style="list-style-type: none"> ■ (none)
	Ongoing	<ul style="list-style-type: none"> ■ Ongoing marketing / training ■ Latent demand realisation ■ Urban sprawl 	<ul style="list-style-type: none"> ■ Travel reduction (direct) ■ Emission reduction (direct) ■ Improved road safety ■ Increased economic development (employment opportunities for underemployed / mobility-limited labour segments) ■ Increased neighbourhood safety
Private	Start-up	<ul style="list-style-type: none"> ■ Planning ■ Marketing / training ■ Equipment ■ Internal program administration ■ Marketing / recruitment ■ Training ■ Equipment maintenance / replacement (less salvage) 	<ul style="list-style-type: none"> ■ (none) ■ Space cost savings (office & parking) ■ Recruitment (access to best talent and broader labour markets) ■ Improved retention;
	Ongoing	<ul style="list-style-type: none"> ■ Communication ■ Decreased workplace interaction / immediate access ■ Security of data 	<ul style="list-style-type: none"> ■ Increased productivity (less absenteeism & sickness leave, fewer distractions and longer hours); ■ Improved customer service ■ Disaster recovery ■ Public relations ■ Compliance with air quality / trip reduction regulations
Individual	Start-up	<ul style="list-style-type: none"> ■ Equipment ■ Software ■ Stress to perform ■ Communication costs ■ Utility costs ■ Space costs ■ Decreased workplace interaction 	<ul style="list-style-type: none"> ■ (none) ■ Travel time / stress savings ■ Travel costs savings ■ Personal flexibility ■ Reduced work-related stress
	Ongoing	<ul style="list-style-type: none"> ■ Loss of support services ■ Loss of boundary between work and home 	<ul style="list-style-type: none"> ■ Ability to get more / better work done ■ Ability to work while mobility limited or physically distant from workplace ■ More time for social commitments ■ Other cost savings

3.3.3 Awareness, Attitudes & Perceptions about Telework

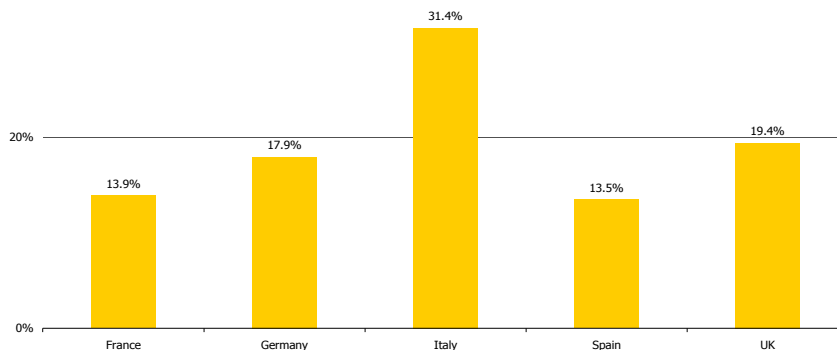
Various studies evidence how awareness about telework in Western European countries grew markedly over the past years – possibly as a result of the increasing proportions of the European workforce engaged in such type of work or as a direct result of the various communications programmes undertaken by the different EU governments in promoting such form of work arrangement (Figure 12).

Figure 12 – Awareness about Telework (18)



Encouraging are the levels of willingness to engage in such form of work among EU workers and the associated trends. In 1994, only 0.4% of Germans were willing to engage in telework – a proportion rising to 17.9% in 1999. This trend is comparable across EU, as set out in Figure 13, showing how workers across EU are willing to engage in telework.

Figure 13 – Willingness to Engage in Telework (19)



¹⁸ Empirica, 2000. Awareness among EU citizens aged 15 years and older.

¹⁹ Sources: Korte et al, 1996; Empirica, 2000

Indeed, an estimated 67% of western European workers are interested in either occasional, alternating or permanent telework, with Sweden leading at 86% - 95% for those searching for a job (Korte et al, 1996; Empirica, 2000). Similar observations hold in other European economies, as exemplified by:

- Ireland
39% of the Irish general public expressed that it is beneficial if, in future, people did some or all of their work from home using a computer. Another 56% believed that employers should allow their staff to telework some or all of their time, while 34% of workers participating in the survey claimed that they are willing to telework (Telefutures, 1996).
- Finland
more than half of Finnish employers were interested in introducing telework in the form of subcontracting or mobile work, with more than 70% interested in alternating telework (Finnish Ministry of Labour, 1996)

Significant is the changing attitude towards telework among Trade Unions across Europe, largely influenced by the changing attitudes towards such form of work arrangement among employees (Hellot, 1995). The initial high degree of scepticism demonstrated by Trade Unions across Europe largely stemmed from uncertainties that prevailed in poor labour conditions that existed in the traditional home working arrangement in the late 1980s and early 1990s. Trade Unions typically exercised caution, intent of protecting workers from an extension of such working arrangement (then perceived as 'electronic sweatshops'; Huws, 1984) along with a level of apprehension as solidarity among workers was then envisaged to deteriorate as a result of worker isolation. Evidence to this 'agnostic' position is best described by a statement issued by the Public Service Alliance of Canada (1995):

'there are too many concerns and there is a large amount of historical evidence that makes it clear that telework is a low-wage, low-capital cost employer initiative that serves the employer's agenda of 'more for less', but does little to provide a healthy alternative to workers' individual needs for flexibility and more leisure time'.

Contrasting are trends in such views. Despite the above concerns, trade unions are increasingly engaging in a constructive dialogue on this issue, exemplified by a number of position papers and reports related to telework. As early as 1996, trade unions were looking at teleworking as a challenge (FIET: The International Federation of Commercial, Clerical, Professional and Technical Employers quoted by Bibby, 1996). In the same year, workers were reported to be 'interested in telework as an opportunity to manage their time better, combining work and

leisure activities in a more effective way, despite the potential isolation of workers from the daily activities that occur at the work place' (ETUC Policy Statement, 1996). This statement presented a cautious yet positive approach in adopting telework as a legitimate work arrangement, as bolstered by a reiteration that:

'teleworking should neither be condemned out of hand nor glorified. The crucial question is how it will be organised — preferably in such a way that the 'tele' aspect of the work in question is placed in a complex setting that stimulates human skills and activities'
(ETUC, 1996).

3.4 Strengths & Challenges of Telework

Proponents of telework frequently argue that net benefits can accrue to employers, individual workers and society as a whole. Telework is thus regarded as a 'win, win, win' opportunity (Di Martino, 2001), despite a number of possible disadvantages accruing from such work arrangement. Table 7 sets out a summary of such advantages and disadvantages of telework as a work arrangement, showing how increased isolation, marginalisation and social diffusion are the more critical of concerns among workers and society, along with increased gender inequality and workforce disintegration. These benefits and challenges feature a strong interrelation, justifying any evaluation of telework to be dependent on a meticulous approach in developing best practice for adoption of such flexible work arrangements. Equally significant is the importance for workers, employers, governments and society to interact positively in assuring that development in telework as a growing feature of the employment landscape is optimally beneficial for all parties (Di Martino, 2001).

Table 7 – Strengths and Challenges of Telework (20)

	Advantages	Disadvantages
Society	<ul style="list-style-type: none"> ■ Supported better regional balance; ■ Facilitated decentralisation of activities; ■ Increased job opportunities; ■ Reduced commuting; ■ Reduced pollution ■ Reduced road casualties ■ Reduced travelling time ■ Reduced adverse effects on health ■ Reduced energy consumption ■ Reduced wear & tear of infrastructure and automobiles 	<ul style="list-style-type: none"> ■ Increased social dispersion; ■ Increased gender disparities; ■ Reduced service-related jobs; ■ Increased unprotected jobs; ■ Increased costs & usage of technological infrastructures
Employers	<ul style="list-style-type: none"> ■ Increased organisational flexibility; ■ Retention of skilled workforce, access to new human resources; ■ Increased productivity; ■ Cost savings (facility costs, supervision costs, transport costs) 	<ul style="list-style-type: none"> ■ Inadequacy of traditional management; ■ Crisis of middle management prerogatives; ■ Difficulties in control and supervision; ■ Decreasing company identification and loyalty to the company; ■ High training and retraining costs
Workers	<ul style="list-style-type: none"> ■ Increased independence; ■ Augmented autonomy in terms of organisation and working time arrangements; ■ Less commuting with reduced costs and stress; ■ Better balance between work and leisure time ■ More time for private activities, home and family; ■ Increased job opportunities ■ Increased qualification and employability ■ Better working environment ■ Reduced work stress 	<ul style="list-style-type: none"> ■ Isolation; ■ Less support for personal development; ■ Limitations in social life; ■ Overlapping of working time and free time; ■ Reduction of leisure time; ■ Less job security, less contractual force, more precarious work; ■ Risk of de-skilling; ■ Less suitable working environment ■ Increased work stress

3.5 Sustainability of Telework

Telework is associated to various factors that support its own sustainability – largely pertaining to three key areas (economic, environmental and social) as set out in Table 8 (adapted from James, 2004). These deductions are a result of research conducted in the European Union between 2002 and 2004, funded by the European Commission’s Information Society Technologies (IST) programme.

²⁰ Adapted from Di Martino, 2001

Table 8 – Telework Sustainability

Economic		Environmental		Social	
■	Added Value	■	Transport	■	Social Inclusion
■	Human Capital	■	Air Quality	■	Quality of Life
■	Employment	■	Resource Consumption	■	Work-Life Balance
■	Personal Wealth	■	Built Environment	■	Health
■	Resilience	■	Safety	■	Community

3.5.1 Economic Sustainability

Economic sustainability of telework is related to national levels of added-value, the development of human capital and employment, the resultant augmented personal wealth and the paralleling competitive resilience of a Nation’s enterprises. Indeed, the overall economic success of enterprises is considered as one of the results of telework and other flexible work arrangements adopted by US companies (Meyer, 2001), enabling opportunities for working mothers and other persons otherwise unavailable to participate in paid work.

Added Value

At an organisational level, productivity and performance are measured through the value addition concept – implying the financial value of outputs less the costs of inputs. Teleworking, being work based, is considered as a form of sustainable production, enabling the creation of value through significantly reduced cost levels as a result of lower utilisation of an organisation’s facilities. Nevertheless, as teleworking generally has no tradable outputs, it is difficult to quantify its direct effect on added value. In this regard, telework should be looked upon as a contributory factor through its impact on organisational efficiency and effectiveness through a number of aspects:

- Productivity
- Labour
- Equipment & Infrastructure
- Performance
- Space
- Support Costs

■ Productivity

Several researchers claimed that improvements in staff productivity were a result of the adoption of telework: works of Pinsonneault & Boisvert (1999), Apgar (1998), Trembly (1998), Baruch & Nicholson (1997) and McQuarrie (1994) are a point in reference. In particular, Pinsonneault & Boisvert (1999) reported gains in productivity between 10% and 47% across different studies

based on different approaches to productivity measurement.

These positive effects are attributed to three factors.

- telework is considered as a significant opportunity for workers to concentrate on their tasks in an environment where interruptions and interferences are minimal. Generally, augmented efficiencies and productivity gains are a result of this aspect, evidencing how telework supports the allocation of specific tasks rather than wider job approaches. A drawback to this feature is the negative implication arising from the gathering of information and networking as part of a usual office life and associated interruptions;
- telework enables a better matching of staff to tasks delegated, particularly when specific tasks have to be carried out outside normal office hours. Hopkinson et al (2001) established that staff working normal daytime hours were relatively under-employed as peak demand in calls often occurred later. In shifting to teleworking, the volume of calls outside normal working hours were matched with the teleworkers' working hours;
- telework is an antecedent to increased motivation of personnel, largely attributed to earning higher working rates. Considered as an important productivity gain benefit, this feature is somewhat difficult to measure.

■ **Performance**

referring to the effectiveness and quality of work undertaken and differing from productivity by not measuring output. Indeed, a teleworker may be productive whilst not contributing to the overall performance of an organisation due to ineffectiveness. Belanger (1999) notes that while performance is rarely discussed in teleworking research, she asserts that teleworking performance can be measured by the quality of outputs, job knowledge, innovation, goal setting or teamwork, among others. In all cases, such attributes were stronger among teleworkers than in the case of regular employees.

■ **Labour**

The impacts of teleworking on staff availability are various. These relate to the number of hours that teleworkers work, associated levels of absenteeism, employee retention rates and selection / recruitment methods.

It has been acknowledged that the relationship between teleworking, working hours and the corresponding effects and outcomes is complex. At a general level there is a growing concern about the increasing hours that people are working not only as individuals but also in relation to the EU work time directive with due consideration to organisational performance and productivity. (James, 2004)

Available statistical data appears to be insufficient in determining the extent to which longer working hours affect motivation, absenteeism or productivity – favourably or adversely (Kodz et al, 2002). Personnel were generally satisfied with longer hours wherever a reward scheme for longer hours was in place (with men on average more satisfied and experience less dissatisfaction with longer hours than women), albeit apparent concern was reported among women with respect to domestic and family responsibilities (despite lack of statistical evidential support). Unsupported is the assertion that long working hours are associated with negative effects as exemplified by lower motivation and morale, decreased productivity and health problems – albeit it is common wisdom to associate such problems with longer working hours. This assumption is a critical aspect in a context wherein teleworkers are ‘assumed to be at work all the time’ (Casimir, 2001). Such context stems from the continuous availability of ICT equipment at the teleworker’s home and his/her commitment to work along with a consistent level of motivation. These two factors often compel teleworkers to exploit the additional time accruing as a consequence of reduced work commutation for work, whilst adopting an attitude to devote more time to work freely. Hopkinson et al (2002) observed how 5% of teleworkers (engaged with British Telecom – from a sample of 1766 teleworkers) had worked at home on a day when they would have not travelled to work in their traditional office, as they were ‘too sick to travel’. It is here where concerns arise, particularly when teleworkers disregard any warning signals of ill health and the associated consequences pertaining to loss in performance.

Improved retention of human resources is an additional and significant consequence of telework, strongly supported by research (Froggat, 1998; Davenport & Pearlson, 1998). Telework provides an opportunity for an improved work-life balance among people engaged in such form of work, allowing them to cater better for their social / family responsibilities. Such an aspect is considered as a key influence among workers, rendering a search for a job change unattractive, largely as a result of high levels of job satisfaction. This is especially significant in the context of the high skill levels typically characterising teleworkers (Davenport & Pearlson, 1998).

■ **Space**

Teleworking offers the potential to reduce space requirements at traditional offices (Agpar, 1998; Davenport & Pearlson, 1998; McCune, 1998; Monnette, 1998; Johnson, 2001). Agpar reports that British Telecom (UK) sold a number of their London based offices as a result of saving space through the teleworking initiatives, saving the Corporation £Stg 50 million annually. AT&T also registered savings estimated at over US\$ 500,000 annually as a result of teleworking initiatives. McCune (1998) recounts how IBM realised significant savings estimated at US\$75 million as a result of a sale of redundant office space following the implementation of teleworking schemes. Other organisations engaged in combined teleworking – involving the presence of teleworkers at the place of work when required, created new working practices leading to ‘hot desking’ and ‘hotelling’. As not all teleworkers are expected to be at the traditional place of work at the same time, these

new work practices resulted in the utilisation of reduced space requirements per employee, enabling significant savings on the costs of utilities, rent and support services employed in a central (typically costly) location.

■ **Equipment & Infrastructure**

It is not uncommon for organisations to retain redundant ICT equipment for occasional use, despite the implementation of teleworking initiatives – implying that net savings from equipment and ICT infrastructure can only be realised in rare occasions. Such an approach calls for the retention of a level of support towards such equipment (maintenance and protection) – hindering the optimisation of cost savings as a result of telework and associated reduced utilisation of on-site ICT. Unless detailed inventories relating to organisations and the teleworkers are compiled, it is difficult to assess the net savings resulting from equipment savings at organisation level and infrastructure costs at teleworking level.

■ **Support Costs**

Teleworking may entail a number of support costs, borne by organisations, which are fundamental if teleworking is to be carried out in an effective way. Such costs may include training for both teleworkers and managers; higher insurance premiums for teleworkers and supervision time depending on the amount of self-management meted out to teleworkers.

Human Capital

Relating to knowledge and skills at an individual level, developments in human capital are largely influenced by flexible work arrangements as exemplified by telework, with benefits accruing in terms of enhanced educational capabilities and self-development. These are a consequence of the better work-life balance attained through telework and the widened opportunities for human resources to engage in educational activities whilst in employment.

Employment

At the macro-level, exploratory research signalled the possibility of job-substitution arising as a result of telework (De Vito, 2000). Nevertheless, there are no clear statistical findings that support such an assertion, leaving telework's direct influence on aggregate levels of employment (if any) largely unknown.

Teleworking, however, remains at the centre of frequent controversial debates relating to the issues of employment and ICTs. It is argued that the impact of technological progress on employment has led to a process of destroying jobs associated with mature technologies and

creating job opportunities in new technologies, requiring human resources to constantly hone their skills in maintaining a level of employment. This may well constitute new demands on workers who are required to balance work not only with a social life but also with an educational one – a strong consideration in the light of life long learning trends in Europe.

Personal Wealth

The cost of travelling is deemed a prime consideration when workers are faced with a decision to telework. This cost may run into thousands of euros annually in most European countries for one employee, who may be required to commute for two or more hours daily. Low incomes earned from specific jobs constitute a prime motive for workers to consider savings arising from less commuting as a result of telework. Such assertion is supported by various studies wherein key benefits from home-based telework are often related to cost savings resulting from reduced levels of travel (Baruch & Nicholson, 1997; Duxbury & Higgins, 1995; Hopkinson et al, 2001).

Resilience

Organisations' resilience to operate in the most effective way whilst optimally reducing organisational disruption is often very significant when teleworking is in operation. By providing the opportunity to teleworkers to work from home, value addition operations face reduced risks of disruption when significant events happen at a central office/location. Such was the case in specific organisations based in New York and San Francisco (USA) during the 2001 World Trade Centre attack and 1996 San Francisco earthquake. Nevertheless, resilience is difficult to quantify in financial terms (Fitzer, 1997) – often related to the level of infrastructure that will need to be developed with the intent to enable organisations to recover from disasters. Various costs related to such disasters are often unquantifiable – leaving evaluations largely based on assumptions related to investment that supports an effective telework arrangement.

Environmental Sustainability

The main environmental impacts of teleworking are those typically related to transport. Nevertheless, other benefits accrue from the use of ICT intensive telework (e-work) largely related to the consumption of energy and materials:

- The impact of air quality as a result of reduced transport-related emissions (carbon dioxide and other pollutants)

- Actual or avoided consumption of energy (from reduced transport requirements)
- Reduced congestion as a result of avoided and/or time-shifted trips, and
- Long-term changes in the building environment as a result of changing design of offices and homes in response to teleworking.

Transport

Ongoing is the debate as to whether telework substitutes or creates travel features in literature relating to such flexible form of work. Indeed, there is a growth in research relating on an optimised approach in studying the relationship between teleworking and travel (Saxena & Mokhtarian, 1997) paralleling a number of national studies on the same area, as exemplified by Denmark's TRIP project (TRIP, 2001).

Statistics indicate significant direct substitution of transport as a result of home-based and centre-based teleworking. Nevertheless, US studies relating to the implications of telework and reductions in travelling tended to conclude that even where there are savings to be made in commute journeys, the net effects on total individual travel compared to the total car travel demand are likely to be minimal (Westfall, 2002).

The European context, retains a more positive aspect: in the UK significant reductions in weekly travel mileages were observed in two studies for two large UK companies (Hopkinson & James, 2001; Hopkinson et al, 2001) on the workers' side. Equally significant is the notion that as motor vehicles become available to other members of the same teleworkers' households, commuting (on a household by household basis) tends to increase.

Contrasting, are the observations pertaining to teleworking managers – where more travel features among such managers who are required to travel for visiting teleworkers and other organisations, especially in the case of telework projects (Hopkinson et al, 2001).

Air Quality

Two dimensions feature in respect to the impact of travel (as a result of telework) and the quality of outdoor and indoor air. Whilst travel substitution is associated with reduced emissions of carbon dioxide and other pollutants; the effects of indoor air pollution (including in-vehicle exposure) on health became an increasingly studied topic in recent years. Research established that, for most people, their highest exposures to harmful substances occur in

vehicles rather than in their homes – an especially relevant aspect in the case of telework project managers.

Resource Consumption

A direct result of reduced commuting and energy consumption in centralised offices/facilities is the reduced consumption of materials – exemplified by fuels, heating/lighting infrastructure maintenance and work related materials (paper primarily). These are the key conclusions established in difference studies, exemplified by the IST-funded ASSIST project (2002) and Digital Europe (2002).

Contrasting is the view of Nilles (1999) who reports that there are no significant differences between telecommuters and non-telecommuters in building energy consumption. Nevertheless, the same research established that when the energy savings from reduced travel are included, then a net positive energy impact results.

Materials represent an additional and important environmental dimension, with studies ascertaining a significant reduction in consumption of work related materials in ordinary office facilities through the adoption of telework, exemplified by:

- ICT equipment (of various forms)
- Paper
- Print
- Furniture

Very few studies measured the level of material utilisation and consumption of teleworking against that among traditional office workers. Where the adoption of telework is not accompanied with reductions in space or individual equipment, studies show that it is likely that organisations end up duplicating equipment to allow individuals to work in different locations – with particular reference made to desks, PCs and machines, with resultant increase in materials and energy consumption.

Safety

Safety issues are often well covered and managed in office-based environments where ergonomics, work practices and injuries procedures are concerned. However, the situation for

home based workers features much less frequently in literature. Smith & Baruch (2001) review and discuss teleworking, the law and the implications for individuals and organisations. They argue that arrangements between employees and employers need careful contractual arrangements – often relating to a work location that is outside the boundaries of control of employers.

3.5.2 Social Sustainability

Unlike the economic and environmental dimensions, the social sustainability dimensions are hard to quantify, as there is no uniform way how these can be measured. Indeed, social dimensions relate to attitudes, opportunities and other intangible aspects that are not easily quantifiable – as exemplified by social inclusion, quality of life, work-life balance, health and community. These parameters constitute the social sustainability dimensions of telework.

Social Inclusion

The impact of telecommunications and the digital economy on social policy was a controversial subject, featuring in much debate during the past 15 years, with a particular focus on the inclusion of groups and individuals through the usage of ICT. It is significant that, in the absence of ICT, specific groups (as are people with disability) face significant challenges in social inclusion, justifying ICT as a vehicle for effective social inclusion. Such is the case of ICT, telework and the augmented employment opportunities in respect to women and older workers (eWork 2001 Status Report) or workers with disabilities or persons with caring responsibilities at home, who may be unable to commute or reach traditional work places (IST, 2001).

Countering this is an assertion that ICT and telework are another form of social divide, exemplified by the fact that telework is more often conducted in urban and suburban areas rather than in other geographic areas (Grimes, 2000).

Quality of Life

The debate whether teleworking leads to an improved quality of life for the individuals concerned, or to less satisfactory working conditions is ongoing. One facet of research in telework established that an approach to telework should lead to improvements for individual teleworkers. Overall job satisfaction and satisfaction with family life depend on the way people balance work and non-work activities (work-life balance), influencing the overall quality of life.

Often, however, some practices associated with telework result in less than acceptable impacts for individuals.

The early discussions on the relationship between teleworking and quality of life focussed on effects at social as well as individual levels (Van Sell & Jacobs, 1994). With an evolving definition of 'quality of life' leaning towards negative or positive effects on individuals' psychological well-being (Akselsen et al, 2001; Standen et al, 1999) – a largely normative in approach, recent works attempted in measuring quality of life with mixed research findings. This difficulty is largely related to the numerous factors and the complexity of interplay of such factors defining quality of life.

The elements considered to compose a quantitative approach in measuring quality of life (Akselsen et al, 2001; Standen et al, 1999) are summarised in Table 9. The Standen et al model emphasizes the external factors impacting on individuals, whereas the Akselsen model focuses on the 'inner person' and internal processes.

Table 9 – Analysing Well Being: Two Frameworks

Akselsen et al, 2001	Standen et al, 1999
Being ('being oneself')	
1. Physical being (e.g. health, hygiene)	1. Opportunity for control
2. Psychological being (e.g. self-esteem)	2. Opportunity for skill use
3. Spiritual being (e.g. personal values)	3. Externally generated goals
Belonging ('fit with environment')	4. Variety
1. Physical belonging (connections with locations e.g. workplace, neighbourhood)	5. Environmental clarity
2. Social belonging (connections with people e.g. family, community)	6. Availability of money
3. Community belonging (access to resources e.g. employment, health services)	7. Physical security
	8. Opportunity for interpersonal contact
	9. Valued social position
Becoming ('activities')	
1. Practical becoming (everyday activities e.g. domestic tasks, work)	
2. Leisure becoming (activities for enjoyment and relaxation)	
3. Growth becoming (activities that improve or maintain knowledge / skills)	

Multiple factors impact together upon the quality of life of teleworkers. In particular, the facilities afforded through teleworking such as flexibility, autonomy and the number of working days spent at home, together, contribute towards a better Quality of Life (Akselsen et al, 2001).

From a different viewpoint, psychological well being increases where there are fewer external demands, better physical conditions, better income, augmented social value, skill utilisation, environmental standards and effective control at the traditional workplace and at home

(Standen et al, 1999). It is against this setting that changes in the way telework is adopted should be evaluated to assess the psychological well being of teleworkers. Such changes relate to ICT use, internal and external contacts, time spent in office and knowledge intensity.

Indeed, the general improvement in the perceived quality of life among teleworkers accrues from an overall diminished feeling of threats arising from job lay-offs, dismissals and transfers, whilst telework jobs offer higher levels of meaningfulness of work, equal opportunities, quality of management and opportunities for skills improvement, surprisingly along with improved information sharing (Pekkola, 1997).

Work-Life Balance

The way flexible working arrangements are deployed at organisational levels bears a direct impact on telework, attracting considerable attention in literature and research. Significant is the literature that focuses on the way individuals tend to re-configure work-life balances as a result of teleworking.

One of the major drivers for individuals to adopt teleworking is an opportunity for finding a better work-life balance, attained through reduced travel time as one enabling factor. The increase in time at home offers better opportunities to attend to family tasks or supporting family members at various times of the day, varying across the different life stages of an individual. Significant are gender related issues – wherein telework features as an important opportunity for women bringing up children without having the need to give up paid work, enabling women to continue participating in labour (Teo et al, 1998, Baruch & Nicholson 1997; Hopkinson et al, 2001).

Indeed, the impact of teleworking on families (European Commission, 2002), albeit positive in most circumstances, differs from one family configuration to another, and, across the style of telework adopted by teleworkers. Indeed, the same research claims that there is no simple or single relation between telework and family interactions. Consequently, different forms of telework may be more or less suitable for the needs of different types of families, with role in the family playing a significant role in the decision to adopt telework. Whereas women tend to adopt teleworking to manage work and family, men more often do so for work or personal reasons. Whilst confirming the findings established in previous research (wherein improved quality of life is associated with the adoption of telework), the same project expounds the negative aspects of telework on individuals and families. Such negative implications relate

largely to social isolation and a loss of contact with peers at work – a social dimension previously expounded by a number of researchers exploring telework (Fitzer, 1997; Guimaraes & Dallow, 1999; Hopkinson et al, 2001). Similar is the tendency among teleworkers to overwork and decline from domestic duties and child-care (Casmir, 2001; Hopkinson et al, 2002).

Changes in the family structure, as exemplified by dual career parents and single parent families, along with changes in the work environment call for more flexibility in balancing the often conflicting roles of work and family. The increasingly demanding aspects of many jobs are often the cause of job dissatisfaction, stress, absenteeism and turnover. These, in turn, are extremely damaging for both the individual and the organisation. It is here where telework features as a catalyst, helping employees reconcile work and family life more effectively. Telework provides work opportunities and financial independence to individuals who need to maintain an active role as parents or in established personal relationships (Di Martino, 2001).

Nevertheless, the task of reconciling work and family life through teleworking is not as straightforward as it seems at face value. In this respect, different studies report a number of reasons including:

- the flexibility gained through telework benefits work rather than family;
- journeys to and from work provide a 'buffer' between work and family roles, and
- teleworkers cannot escape from work as family interrupts work and work interferes with family.

Therefore, it appears that through telework, reconciliation between work and family is not a quick fix solution. When parents are teleworking, they have to give due consideration to issues such as time management and other organisational arrangements – often presenting a difficult context of interlinked factors deriving from culture, attitudes, family circumstances and the skill level of teleworkers and their partners in managing time.

Employment Status

A loss in rights and protection often featured among teleworkers in the early days of this form of flexible work arrangement. Such features constituted a main stimulus for the European Commission to focus formal discussions with social partners. Such debate enabled the Commission to identify teleworkers as those 'who do not, or may not, correspond to the

traditional notion of employee, but are economically dependent upon a single source of employment (European Commission, 2000)'.

The International Labour Organisation is also concerned about the problems that arise in respect to teleworkers (ILO, 2000). More specifically, the approaches that are supposed to protect teleworkers are not applied (if not avoided) as the employers often consider teleworkers external to an organisation – beyond an organisation's 'employees' (ILO, 2000). This assertion is further supported by research on contract labour (ILO, 1997), establishing that:

- individual subcontracting is undertaken on an informal basis with the consequence that the individual concerned is not acknowledged as a properly established and formally recognised business;
- the subcontracted worker is not provided by the business organisation with any resources relating to materials or tools that may be required in the exercise of the work that is to be carried out;
- subcontracted individuals may provide their services on a permanent or periodic basis, thus increasing their dependence on the business organisation. This dependence is particularly accentuated when the 'client' organisation monitors the performance of the work or services performed for them by these individual workers, and
- subcontracted individuals are often regarded as neither established individual self-employment businesses nor as employees, thus failing to receive the protection of labour and social security laws.

The invoking of Sweden's case law is of particular reference, enabling a definition of a teleworker as an employee when:

- The teleworker personally performs the work;
- The teleworker performs work virtually or all by him/herself;
- The teleworker's commitment includes being available for upcoming tasks;
- The relationship between the teleworker and employer is of a sustainable character;
- The teleworker is prevented from performing the same kind of work in any significant amount for anybody else;
- The teleworker is subject to certain directives or control on how, where or when a task is performed;
- Equipment is provided by the 'employer';
- The teleworker's expenses are paid by the 'employer';

- The teleworker works for remuneration;
- The teleworker is economically and socially equal to an employee.

These criteria enable the acknowledgement of teleworkers' courts of justice in a special way, allowing teleworkers to be distinguished from ordinary employees of a company by the fact that they work for the whole of a substantial part of their time away from an employer's premises. In contrast, if teleworkers are under the same obligations to the employer as ordinary workers, courts and tribunals of justice are not likely to regard the location of the work as affecting the worker's status as an employee (Blanpain, 1997).

Occupational Health & Safety

Notwithstanding the fact that workplace environments accommodating teleworkers are a stark contrast against the traditional workplaces of the industrial age, the introduction of ICTs raises considerable health and safety concerns. Indeed, teleworkers located in workplaces away from a central office result in derived access to quality office equipment and furniture as enjoyed by regular workers, along with denied regular adequate health and safety inspections.

Various are the health and safety hazards connected with telework (ILO, 1990; Tessler, 1998) including:

- **Indoor Air Quality**
Most homes are not equipped with mechanical ventilation systems, with air exchange reliant on natural ventilation. The effectiveness of such ventilation depends on a number of aspects as exemplified by the type of building's insulation, often compromising on guaranteed fresh air supply.
- **Fire Hazards**
Home electrical wiring is seldom designed to accommodate the needs of electrical equipment typically used in telework, such as printers, copiers and other office machines. Installing such equipment without assessing the wiring limits of a dwelling may well create new fire hazards.
- **Ergonomics Hazards**
Home work environments often rely on the employee's personal furnishings such as chairs, tables, shelves and other items to perform required tasks. Computer workstations in the home environment may not allow for the adjustments necessary for computer-intensive work.
- **Lighting**
Inadequate lighting often result in awkward body postures, eye strain and visual disturbances, as exemplified by repeated strain injuries.

■ **Occupational Stress**

Claimed as a legitimate occupational health issue, stress is a significant concern among teleworkers, often resulting from an unsatisfactory fit between the individual and the physical environment in which the teleworker executes work. Stress-inducing factors relate to noise, odours, lighting, temperature, humidity, vibration, overcrowding, or the presence of dangerous substances, along with the use of specific machines and tools. Other stress-inducing factors stem from the relation between individuals and their psycho-social environment. A summary of stress inducing factors that play a role in telework is set out in Table 10 (Cox & Griffith, 1994).

■ **Injury and Illness Compensation**

Employer responsibility for accidents and injuries in a teleworker's home environment are the focus of significant debate related to specific cases. Most national occupational health and safety standards do not include formal policies addressing the safety of teleworkers – largely as a result of lack of recognition of a home as a workplace. Compensation to teleworkers in case of injury and illness is related to this aspect, calling for an international standard that is still under development.

These hazards set a significant perspective in a context wherein teleworkers' remuneration is largely reliant on performance. An instance involves teleworkers in Barbados and Jamaica (Dunn & Dunn, 1999) whose wages are based on speed, accuracy and the number of keystrokes per hour (which are electronically recorded and expected to exceed an average of 10,000 strokes per hour). The maintaining of a rapid pace of work for prolonged periods is often considered as a cause of problems, particularly if equipment used by teleworkers is not designed ergonomically and regular breaks avoided (Dunn & Dunn, 1999). Nevertheless, few are the complaints related to the physical work environment, with layout and design of a workplace at home often found in accordance with standards adopted by companies in their own central locations (Dunn & Dunn, 1999).

Major occupational safety and health concerns remain in respect to visual and musculo-skeletal disorders, resulting from prolonged exposure to Visual Display Units, sometimes without anti-glare protection. Published reports also related to musculo-skeletal problems involving neck, shoulder and wrist pain associated with rapid and sustained keyboard use (Dunn & Dunn, 1999) – conditions that are often related to stress that features as a major issue in telework. Indeed, excessive demands of work coupled with conflicting domestic duties are considered as the primary antecedents to stress reported among teleworkers (Dunn & Dunn, 1999).

Table 10 – Factors Leading to Stress in Telework ⁽²¹⁾

Work Characteristic	Stressors	
■ Organisational Function & Culture	■ Poor communications ■ Organisation as poor task environment	■ Poor problem-solving environment ■ Poor development environment
■ Participation	■ Low participation in decision making	
■ Career Development & Job Status	■ Career uncertainty ■ Career stagnation ■ Poor status work	■ Work of low social value ■ Poor pay ■ Job insecurity or redundancy
■ Role in Organisation	■ Role ambiguity (not clear on role) ■ Role conflict	■ Responsibility for others or continued contact with other people
■ Job Content	■ Ill-defined work ■ High uncertainty ■ Lack of variety ■ Fragmented work	■ Meaningless work ■ Under utilisation of skill & talent ■ Physical constraint
■ Workload and Work Pace	■ Work overload / underload ■ High levels of pacing	■ Lack of control over pacing ■ Time pressures & deadlines
■ Working Time	■ Inflexible work schedule ■ Unpredictable hours	■ Long hours or unsocial hours ■ Shift/night working
■ Interpersonal Relationships at work	■ Social or physical isolation ■ Lack of social support from other staff	■ Conflict with other staff ■ Poor relationships with supervisors / managers
■ Home-work Interface	■ Conflicting demands of work and home ■ Dual career problems	■ Low social or practical support from home
■ Preparation & Training	■ Inadequate preparation for dealing with more difficult aspects of job ■ Concern about technical knowledge and skill	
■ Other Problems	■ Lack of resources and staff shortages	■ Poor work environment (Lighting, noise, bad postures)

Indeed, stress inducing conditions exemplified by excessive work rhythms, electronic monitoring, isolation, stretching of working hours and lack of autonomy are often the antecedents of teleworkers' ill-performance – a significant aspect in a context wherein employers utilise telework as a response to unexpected variations in demand. Overworking as a stressor is also a condition accruing from a teleworkers' free will acceptance of excessive loads of work (even if the tasks that are carried out are not extremely urgent) or a deliberate

²¹ Adapted from Cox & Griffith, 1994

mismanagement of load by 'workaholics' who resort to excessively long hours of work as opposed to a more, socially oriented work-life balance.

Accompanying social isolation (a common effect arising among teleworkers) as a stressor are eating disorders and alcoholism – conditions that are enabled by the constant availability of food and drink at home and the inability of teleworkers to take quality, disciplined breaks from work (Huuhtanen, 1997). Contrasting, however, is the case wherein teleworkers exercise control over work and develop a balance between work and social activities. It is here where job satisfaction and motivation are optimised.

In response to the above, employers play a significant role in reducing teleworkers' stress, particularly when feelings of isolation and marginalisation prevail. Indeed, employers relying on the input of teleworkers need to fully integrate teleworkers in the information channels of the organisation, furnishing teleworkers with real opportunities of communication with other workers. Various are the tools that lend themselves for such a purpose, exemplified by electronic newsletters/mail, virtual meetings, personal contacts (with peers, supervisors) at central location/headquarters or elsewhere (Di Martino, 2001).

Community

Telework offers workers with freed up time available for pursuing social activities. Indeed, a number of teleworkers are known to engage in such activities exemplified by helping in the running of a club, fund raising for a church renovation or simply spending time with friends or using facilities more in a local area. Nevertheless, telework is responsible for the extension of working time at home, leaving less time for social activities. This area leaves many opportunities for further research in view of the lack of research conducted in respect to the effects of telework on the community (IST, 2001).

3.6 Teleworking & Women's Place at Work

In an evolving society, various researchers claim that whereas going out to work is regarded as a masculine activity, home tasks are regarded feminine activities (Huws et al, 1990). The place of work is not typically considered as gender neutral. Indeed, gender issues related to the location of teleworkers are complex and do not offer a simple delineation between sexes from a worker's perspective (Huws et al, 1996). Delineation, however, is dominated by the gender of the teleworker – whilst men working at home schedule their working day depending on the

demands of work, refraining from any additional housework during their working day, women tend to adjust their working day around family schedules (Salmi, 1997).

3.6.1 Women & Malta's Labour Force

Female labour was always a feature of flexibility in the Maltese workforce (Darmanin, 1999) – an assertion that is supported by historical accounts of how Maltese female labour responded to social needs over the past five hundred years, a period that was dominated by male power in unions, government and employers. Equally significant is that legislation protecting male labour was adopted by Government following the Second World War, requiring women to leave full-time employment upon marriage. The effects of this policy are still felt today in Maltese society (Darmanin, 1992, 1996) not only in terms of shortages in teaching and nursing (along with other occupations) but also in the pressure on married women to 'fill part-time or temporary posts without standard employment protection'. Indeed, few women are known to have been in service long enough to reach higher grades (through seniority mechanisms) and therefore occupy decision-making positions. Despite the repealing of such legislation, women have been unable to benefit from the career paths that work for men, as career structures remained hierarchical and linear (Evetts, 1994).

More significant is the assertion that women's role became organised around the responsibility of housework, child and dependant (including partner/husband) care in unpaid labour, rendering women a relatively vulnerable group to segregative (if not discriminatory) approaches in the world of work. This aspect is particularly relevant in the case of women juggling a life around domestic and paid work responsibilities – with career decisions often influenced by society's expectations pertaining to women's role in raising children and caring for dependents. Indeed, such expectations render women in a situation of vulnerability beyond any extent faced by other employee groups: such women are often excluded from employment protection rights (particularly in the case of atypical work, working for less than 14 hours weekly²²) and from standard job characteristics as exemplified by promotions, increments, bonuses and equal pay. Darmanin (1999) argues that teleworkers often fall in such categories of workers, exploited as a disposable workforce albeit within the confines of regulatory requirements.

²² In Malta

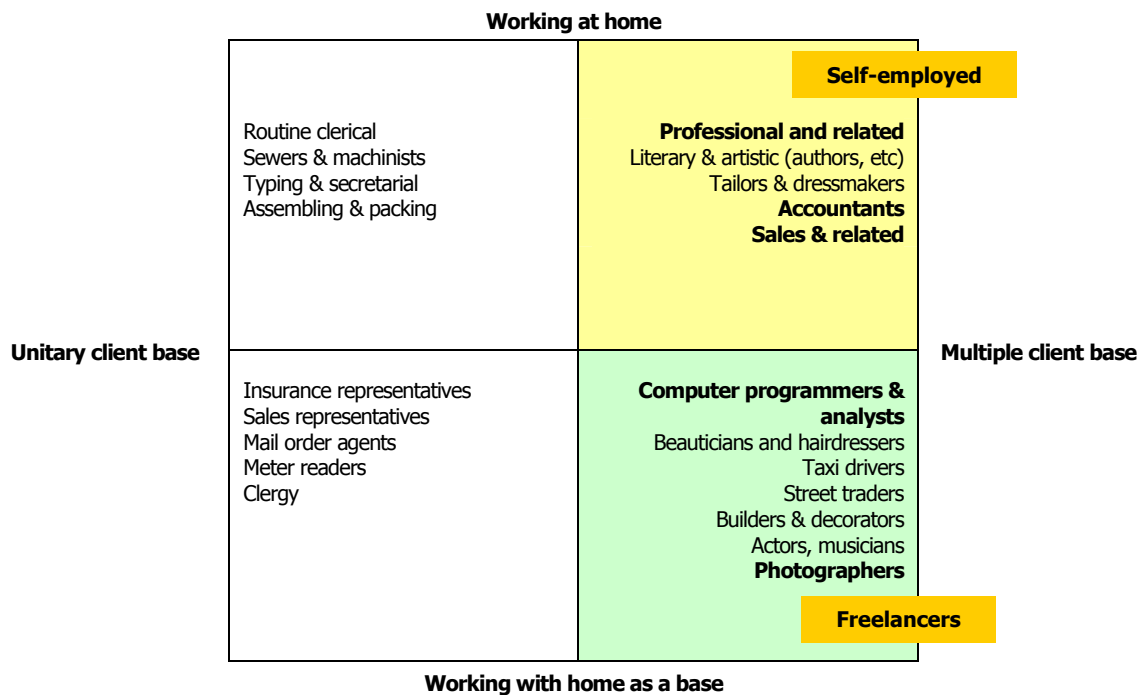
telework produces contradictions in simultaneously responding to social constructed female 'need' to work flexible hours whilst at the same time entrenching the problems associated with the dominant ideology of domestic work (for women) and marginalised paid labour for women. These problems include psychological factors such as vulnerability to depression that isolation brings, long working hours, low pay, little or no employment protection – albeit not all teleworkers are equally vulnerable (Darmanin, 1996). Telework, like other casual work, features additional risks, related not only to insecure income flow (Stanworth & Stanworth, 1991) and costs of risks, but also regarding occupational health and safety, maintenance of work 'tools' and continued distractions arising from family/home roles. Although the motivation leading employers to adopt IT based telework varies, enriching jobs on one end of the spectrum to an outright degradation (Stanworth & Stanworth, 1991). Without exception employers benefit from a new form of 'purchase of labour in discrete and variable amounts' with remuneration remaining strictly related to output, facilitating the avoidance of overhead costs and allowing for the disintegration of work processes that can also assist in lowering direct process costs (as in the case of printing & publishing).

3.6.2 Home Based Work – A Classification

Figure 14 sets out an assessment of different forms of home based work, based on the work of Hakim (1987). Whilst related to the different contractual relationships of different home based workers, the particular situations and problems of such workers differ. Indeed, whilst such typology indicates how teleworkers are likely to be categorised in the right-hand quadrants, they are likely to feature differences in the level of autonomy and control afforded in work, employment status, social esteem and occupational structure. An instance is the contractual arrangement with 'employers' in the case of freelancers (bottom right quadrant) – where workers work on their own account, with no formal career structure but with recognition that comes from peer group and public (Stanworth & Stanworth, 1991). Such workers exercise control on the product/service provided, whilst featuring scarce, transferable skills that endow these workers with some of the advantages of 'flexible' home-based work – varied, satisfying, well-paid careers, mainly organised on their own terms.

Figure 14 – Home-based Work Typology (23)

²³ Based on Hakim, 1987



These conditions contrast significantly against the conditions prevailing among self-employed home workers (top-right quadrant) – where the serving of multiple clients presents additional wear and tear of domestic premises/assets, personal relationships with clients prevail and workers suffer from significant ‘careerlessness’ (Stanworth & Stanworth, 1991), with women in these roles also responsible for the care of their own young children. It is also within this category that new telework roles are likely to feature, wherein teleworkers are paid piece-rates (at possibly less than equivalent workers ‘on site’) that may be subject to seasonal (or market) fluctuations and considered as part of a part-time engagement, possibly unprotected by industrial relations legislation.

3.6.3 Telework & Career

In associating telework as a valid career option for women, one can easily point at which industrial sectors are more likely to develop telework practices in Malta. Darmanin (1999) predicts that female teleworkers were likely to be a significant feature in the industrial relations of banking, insurance, community, commerce and other enterprises – a sector that already featured women as a significant proportion of the workforce. Equally noteworthy is the growth of female led small enterprises exemplified by trades like beauticians, hairdressers,

physiotherapists, masseurs and other related roles, along with professions as exemplified by medical doctors, lawyers, accountants and management consultants.

Among larger organisations, firms using outworkers mainly rely on ex-employees with firm specific skills. Women on career breaks or returnees are considered as suitable to fill such niches, while retired persons provide a potential work force that is still relatively unexploited, supporting employers' approaches in keeping real wages under control.

Many are the contextual similarities between female part-time workers and teleworking women, such as the strong relationship between work and female responsibility for domestic labour. In both cases, short-term prospects for better jobs exist for a small group of women – particularly in the case of better trained women engaged with larger enterprises. Like part-time work, telework is considered as a natural response in co-ordinating paid work with household demands (Darmanin, 1999). Yet, both forms of employment feature common pressures on the female workers – exemplified by the difficulty for a woman to separate work from domestic pressures and feelings of isolation. Stanworth & Stanworth (1991) suggest that like part-time and out-workers, teleworkers need to learn how to self-start, use small business skills and cope with isolation – a significant contention in the case of extrovert women despite enabling technologies like e-mail and Internet. Developing skills in ensuring that teleworkers are not left out of career progression, training programmes along with capabilities in dealing with fluctuations in demand should be prioritised by Government, employers and teleworkers alike.

3.6.4 Combining Work with Home Responsibilities

Observers claim that home-based workers are expected to be able to combine their working schedules with childcare responsibilities, albeit there appears to be no clear-cut answer as to whether this is the norm prevailing among women opting for telework. Indeed, whereas some researchers claim that teleworking is not the response to childcare problems, others assert that this new way of working allows parents to be flexible and better cope with family responsibilities. Such flexibilities allow, for example, parents to care for their children during sickness or attending a school event during school hours (Bibby, 1991).

Telework is also considered as an opportunity for women to enter the labour force following a career break without relinquishing childcare responsibilities. Career breaks often precede social isolation suffered by women, leaving women at a disadvantaged employability as skills become outdated in an evolving world of work. This disadvantage often pushes women to work in

secondary labour markets, subject to impoverished work conditions. Telework enables women to maintain a paid job throughout her life albeit requiring compromises on the level of commitment they need to devote to home and work tasks. Shortened career breaks (if any) and job retention through telework arrangements enable women to overcome disadvantaged employability realities and effectively progress in careers.

Huws (1995) asserts that teleworking strengthens the belief that a woman's place is in the home, thus confirming women in their traditional roles as housewives with caring responsibilities. Pahl (1984) finds that the division of domestic roles is associated with the status of partners, while, to a lesser extent, household class also influences the segregation of domestic tasks between partners. Indeed, women employed full-time or men being unemployed, do not, as isolated variables, influence any shifts from the likelihood of which tasks are undertaken by women at home. 'Women who experience shifts in employment status through part-time, home or telework might well find that they also do more tasks in the home than they did when in jobs with different status' (Darmanin, 1999). In this regard, Shelton (1992) asks if an increase in women's time spent for paid labour is correlated with men's share of household labour time – reflecting a reduction in women's household labour time or an increase in men's time devoted to household labour.

In Malta, the single breadwinner model is perhaps a dominating feature that influences to some extent the division of domestic labour. Tabone (1987, 1995) notes that women overwhelmingly performed the daily family related tasks – cooking, laundry, ironing, floor washing, shopping and dishwashing amongst others. What also prevails is the notion that men tend to 'help' in the domestic roles, rather than taking full responsibility of such tasks (Darmanin, 1999), whilst assuming responsibility for less regular tasks (exemplified by house decoration and whitewashing).

Equally significant is the notion that women in manual or low skill work are more likely to stop work on marriage (Shelton, 1992) – leading to a number of questions that relate to a woman's income from work, satisfaction earned from such work and the level of education of both partners. Research in Malta, albeit limited, shows that women deciding about their roles are also influenced by such variables – with women in office work or of higher educational attainment being more likely to continue working after marriage (Darmanin, 1999).

Telework is often 'sold' to women as a 'ticket of bearing the continuing burden of domestic labour and dependent care' (Darmanin, 1999). It is promoted as an answer to the difficult

juggling young mothers undertake in managing a complex mixture of domestic and paid work tasks, whilst coping with various transitions and associated psychological states – motherhood, post-natal depression, isolation, changed diurnal cycles, identity and access to personal resources. Telework does indeed provide, at least in part, a solution to such challenges that arise through a first-time motherhood, although not all teleworkers may benefit from such (Darmanin, 1999).

What telework leaves, however, is reduced personal time, space available and the challenge of coping with infants and young children from approaching work equipment with food, drink or noise whilst a mother is finishing work for an imposed deadline. It is not surprising that such women also face a significant risk of suffering from clinical depression, often provoked by changes in lifestyle, loss of employment, social isolation or young children (Brown & Harris, 1978).

3.7 Telework for Physically Challenged People

Some observers comment that telework is particularly suitable for people with disabilities (Oliver et al, 1999). In Europe, with a population of about 800 million, three million are wheelchair bound, 45 million cannot walk without assistance, 22 million lack the normal strength of arms and hands, two million have speech difficulties, 30 million are intellectually impaired, 80 million do not hear properly, and 11 million are completely blind or have limited sight (Eyecue Ltd, 2001). According to statistics, once disabled people become unemployed, they are less likely to move into long-term employment than people without disabilities. Statistics also show that disabled people worldwide hold lower qualification levels. (European Commission, 1998).

There appears to be gender segregation among people with disabilities within the 15 EU member states. In fact, only 25% of severely disabled women and 40% of women with limited disabilities are in employment against 36% and 63% of men, respectively. This is reflected also in the educational segregation, where only 17% of women with limited disabilities who are not currently in work had more than a basic schooling against 35% with non-disabled women. (European Commission, 1997).

Both physically and mentally disabled people can exploit the opportunities offered by ICT. These opportunities may not only lead disabled people to telework from home but they can also adjust their work schedules according to their particular requirements. They can also shield themselves from other people's prejudices. Camilleri (1996) adds that teleworks' flexibility of

hours attracts physically challenged persons. Indeed, such persons may also exploit telework as it allows them to progress in tasks at one's own pace – an otherwise difficult context in highly structured and demanding formal workplaces. The use of familiar and safe working environs as provided by a person's home provides an additional benefit to physically challenged teleworkers, offering a sheltered atmosphere that fosters a positive attitude towards life whilst participating in paid work.

Nevertheless, the risk of isolation prevails, as challenged persons in telework may remain marginalised (Di Martino, 2001). Camilleri (1996) suggests that physically challenged persons should consider telework seriously within the context of telecentres, suggesting a number of approaches as to how organisations may exploit such centres in Malta.

4 Key Issues

Various are the issues that call for an investigation in Malta, intent on expounding the realities of telework in this country. Many of such facets are suggested by the review of literature as set out in the previous sections.

Table 11 presents a set of issues that call for investigation among Employers and Employees that are engaged in teleworking – this in response to the research objectives set out in the project and the issues that arise from the review of different published works pertaining to the subject.

Table 11 – Summary of Key Issues Arising from a Review of Previous Research Works as set out in Sections Error! Reference source not found. and 3

Area	Issues
Employers' Company Details	<ul style="list-style-type: none"> ■ Private/Public ■ Turnover Amount ■ No. of teleworkers as a percentage of total employment history and basis of employment full-time, part-time or other work conditions. ■ When was teleworking adopted and on whose initiative ■ Teleworker roles ■ Hours typically spent in a week by a teleworker in roles engaged within the company : at home/on main work premises/on clients' premises
Equipment & Technologies used for teleworking	<ul style="list-style-type: none"> ■ Desk/Filing Cabinet/Desktop PC/Laptop/Telephone/Fax ■ Fixed line telephone/Mobile phone/Desktop PC/Laptop/PDA /Internet/ Intranet
Introduction & Piloting of teleworking Scheme	<ul style="list-style-type: none"> ■ Was there was any opposition to the Introduction of teleworking Scheme? ■ By whom was opposition forthcoming? Management, Prospective teleworkers, Trade Unions, employees ■ Were reasons for opposing the teleworking initiative related to : <ul style="list-style-type: none"> ○ Cost, communications, technical, social issues ○ Difficulties in managing teleworkers ○ Insurance & Security issues ○ Resistance to change ■ Factors that may be associated when evaluating teleworking schemes <ul style="list-style-type: none"> ○ teleworker satisfaction ○ Management satisfaction ○ Client satisfaction ○ Equipment & Cost of operations ○ Productivity & Quality of work

- Savings on office overheads
- Savings on travel costs
- Training & Administrative support costs

- Recruiting teleworkers**
- How are teleworkers engaged in an organisation?
 - What are the factors taken into account when evaluating a prospective teleworker, apart from the ability to do a job competently?
 - What qualities would make a person unsuitable for teleworking?

- Managing teleworkers**
- Are teleworkers paid by results?
 - Are Deadlines / targets mutually agreed or set by management?
 - Do teleworkers carry out Regular phone discussions with their manager?
 - Are Team meetings held to resolve issues and plan future work?
 - Is the teleworker's performance assessed through Time sheets or spot checks?
 - Is the teleworker offered some form of Incentive awards?
 - Do teleworkers have Regular progress meetings with their manager?
 - Is the work performed by teleworkers monitored on-line?
 - Is the teleworker's output analysed
 - Do teleworkers manage themselves by solely meeting targets (concept of Self-management)

- Teleworkers' Training**
- How are teleworkers' training needs identified?
 - teleworkers expected to have already been trained
 - teleworkers request it
 - Regular staff appraisal meetings
 - Individual Training Plans
 - Training required because of new technology
 - How are teleworkers trained?
 - Courses provided by local institution
 - Self training using manuals
 - In house training programmes
 - Computer based training
 - Is teleworker training different from the training provided to other human resources?

Forms of Communication

- Do teleworkers communicate Daily, Weekly, Monthly, Quarterly or , Never
- What are the Forms of Communication and how effective are they?
 - Meetings: Face-to-face
 - Phone conversations
 - Electronic chat
 - Electronic mail
 - Organisation intranet
- Do teleworkers raise any complaints?

Employers' Perception on telework

- How do teleworkers compare with other regular human resources in this company?
 - Productivity
 - Reliability
 - Loyalty to organisation
 - Quality of work
 - Employee turnover
 - Absenteeism
 - Team effort
 - Innovation
 - Problem solving
 - Complaining behaviour
- What complaints/demands do teleworkers present to management?
- How satisfied are organisations, in general, with telework?
- Perceived advantages to organisations may entail :
 - Organisational flexibility
 - Improved customer service
 - Reduced costs
 - Productivity gains
 - Quality of work
 - Retention of skilled human resources
 - Access to skilled human resources
 - Access to human resources with caring responsibilities
 - Access to human resources with disabilities
 - Reduced stress among workers
 - Reduced commuting
 - Reduced demands on space
 - Reduced redundancies
 - Reduced worker disputes
 - Enriched jobs
 - Improved human resource motivation

- Perceived disadvantages to organisations may entail :
 - telework reliability
 - Social isolation
 - Out of touch with organisational developments
 - Career development
 - Employee loyalty
 - Security challenges
 - Insurance challenges
 - Occupational health & safety challenges
 - Training difficulties
 - Technical challenges
 - Equipment costs
 - Communication challenges
 - Unavailability to face-to-face meetings
 - Managing teleworkers

Future Strategies

- Extending number of teleworkers
- Reducing number of teleworkers
- Extend telework to new occupations/roles
- Reduce roles/occupations in telework
- Abandon scheme altogether
- Wait & see

Employees

**Personal &
Employment Details**

- Company sector of activity
- Designation of Employee's immediate superior
- Age
- Status
- Caring Responsibilities
- Time spent in domestic work
- Job Details & role within the company
- Length of service
- Duration as teleworker
- Job designation of direct supervisor
- Employees reporting to respondent

Pattern of Work

- Number of days worked in a typical month at :
 - Traditional office
 - Home
 - Other Employer location
- Travel time to work on a weekly basis
- Equipment & Technologies used for teleworking

Impact of telework on Employee's Life

- Factors relating to impact of telework on Employee's Life may entail :
 - Improvement/deterioration in work performance
 - Quality of work
 - Pressure of work
 - Level of autonomy
 - Working less/more hours as a result of teleworking
 - Stress level
 - Better /worse career prospects
 - Job security
 - Assess level of employer's support towards teleworker
 - Did teleworker work at home despite being ill and could not go to work?
 - Teleworking as an opportunity to work
 - Impact of telework on teleworker's personal finances

Transport & Environment

- No. of days working at home
- No. of days working at office
- No. of cars in household
- Type of engine ><15.00 cc to estimate pollution reduction
- Car traveling – more or less as a result of teleworking
- On the days when work is carried out at home, is the car used for work; used by other members of the household?
- Does teleworker have to make special journeys that teleworker would otherwise carry out as part of travel to and from work?
- Were there any accidents or other safety problems attributed to teleworking?
- Has printing of documents increased or decreased?

Social Aspects of teleworking

- How did teleworker's life change as a result of :
 - Starting work earlier or later
 - Finishing work earlier or later
 - Taking breaks
 - Work in the evening/weekend
 - Having control of when and how to work (autonomy)
 - Feeling of job satisfaction
 - Work related stress
 - Feeling of job security
 - Frustration about technical support
 - Frustration about other forms of organisational support

- Hours worked weekly more or less as a result of teleworking when compared with previous non-telework job?

- Did teleworker resort to telework due to :
 - Caring for children
 - Caring for adults
 - Temporary/Permanent disability
 - Poor health / illness
 - Could not perform effectively

- How did the following factors affect teleworker's life?
 - Isolated from work-related contacts
 - Quality of life
 - Balance between personal life & work
 - Conflict at home
 - Health

- Has teleworker experienced changes in health due to :
 - Work stress
 - Personal stress
 - Domestic harmony
 - Driving Requirements
 - Physical Exercise
 - Diet

- Does teleworker have a permanent area for telework activities that is separate from other domestic areas?

- As a result of telework, how did teleworker's usage of different services outside work change in :
 - Cafeteria / Pubs / Restaurants
 - Sports facilities
 - Childcare facilities
 - Beauty services
 - Shops (clothing, accessories)
 - Meeting friends (non-work)
 - Meeting relatives

- As a result of telework, how did your time devoted to the following home chores change?
 - Caring for children
 - Caring for elderly / people with disability at home
 - Helping children with homework
 - Shopping groceries
 - Cooking and washing up after meals
 - Washing clothes / ironing
 - Cleaning house
 - Home maintenance (whitewashing, painting)
 - Car care (washing, cleaning, maintenance)
 - Taking care of self

- Are jobs advertised targeted towards a specific gender?

Family & Personal Aspects

- As a result of telework, how did teleworker's usage of different services outside work change in :
 - Cafeteria / Pubs / Restaurants
 - Sports facilities
 - Childcare facilities
 - Beauty services
 - Shops (clothing, accessories)
 - Meeting friends (non-work)
 - Meeting relatives

-
- As a result of telework, how did your time devoted to the following home chores change?
 - Caring for children
 - Caring for elderly / people with disability at home
 - Helping children with homework
 - Shopping groceries
 - Cooking and washing up after meals
 - Washing clothes / ironing
 - Cleaning house
 - Home maintenance (whitewashing, painting)
 - Car care (washing, cleaning, maintenance)
 - Taking care of self

 - Have there been any changes in conflict between household and teleworker due to telework because of :
 - interruptions to work
 - time working
 - responsibility for child care
 - responsibility for domestic tasks
 - around the house
 - problems over access to ICT equipment
 - problems related to use of car
 - financial issues

 - Overall effect (positive, unchanged or negative) of telework on other household members?
 - Partner
 - Dependent Children
 - Grown up children
 - Other adults at home
 - Dependent Adults
-

5 Telework in Malta – The Employers’ Perspective

5.1 Employer Profile

A total of 9 employers having telework arrangements were interviewed, the features of whom are summarised through Table 12 to Table 16. This analysis shows that:

- 44.4 % of participants were established for 10 to 20 years, while 55.6% were established for more than 20 years;
- 55.6% of participants were government organisations, 22.2% were private companies, while the remaining 2 participants were a parastatal company and a publicly listed company;
- 88.9% of participants were not part of an international group;
- 60.0% of participants that declared their revenue for 2005 ranged between Lm 1,000,001 to Lm 3,500,000.
- No participants had exports.

Table 12 – Year of Establishment

		Frequency	Valid Percent
Valid	10 - 20 yrs	4	44.4
	20+ yrs	5	55.6
	Total	9	100.0



Table 13 – Description of Enterprise

		Frequency	Valid Percent
Valid	Government Organisation/Department	5	55.6
	Parastatal Company	1	11.1
	Public Listed Company	1	11.1
	Private Company	2	22.2
	Total	9	100.0

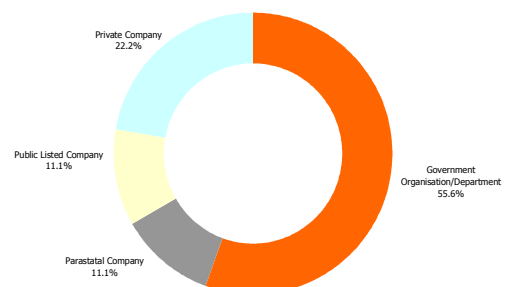


Table 14 – Part of an International Group

		Frequency	Valid Percent
Valid	Yes	1	11.1
	No	8	88.9
	Total	9	100.0

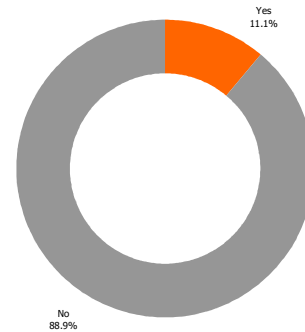


Table 15 – Revenue in 2005

		Frequency	Valid Percent
Valid	Lm100,001 to Lm500,000	1	20.0
	Lm1,000,001 to Lm3,500,000	3	60.0
	Lm 3,500,000 <	1	20.0
	Total	5	100.0
Missing	No answer	4	
Total		9	

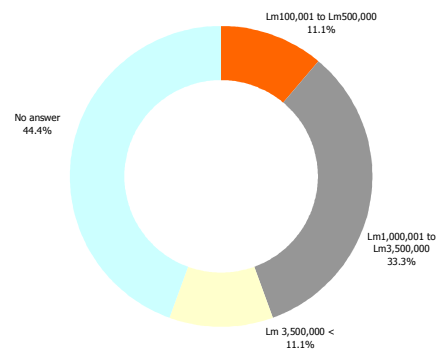
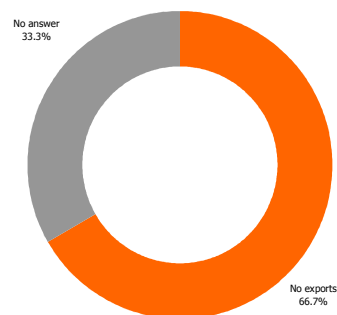


Table 16 – % Revenue Earned from Export Activity

		Frequency	Valid Percent
Valid	No exports	6	100.0
Missing	No answer	3	
Total		9	



5.2 Teleworker Profile

5.2.1 Company Employees & Teleworkers

A total of 20 teleworkers worked with the companies that participated in the study, of whom 8 teleworkers were men. Of these teleworkers, 18 participated in face-to-face interviews as set out in Section 6 (page 120).

Table 17 – Company Employees & Teleworkers

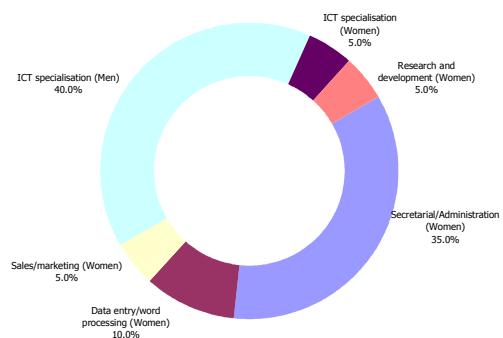
	Full-Time		Part-time		Teleworkers	
	Men	Women	Men	Women	Men	Women
Company 1	26	12	-	-	-	1
Company 2	182	57	-	-	-	1
Company 3	280	280	-	-	-	1
Company 4	80	24	166	80	-	1
Company 5	189	81	-	2	7	5
Company 6	7	11	-	-	-	1
Company 7	600	800	30	70	1	-
Company 8	89	42	10	10	-	1
Company 9	31	9	-	8	-	1

5.2.2 Teleworker Roles

Teleworkers employed by participating enterprises largely fell in two types/groups: men engaged in an ICT specialisation (40% of responses) or women clerical / administrative roles (35.5% of responses).

Table 18 –Teleworker Roles

	Frequency	Valid Percent
Secretarial/Administration (Women)	7	35.0
Data entry/word processing (Women)	2	10.0
Sales/marketing (Women)	1	5.0
ICT specialisation (Men)	8	40.0
ICT specialisation (Women)	1	5.0
Research and development (Women)	1	5.0
Total	20	100.0



5.2.3 Hours spent in Typical Week

An estimated 40.8% of teleworking time was spent on ICT specialisation at main work premises, while 27.2% of this time was spent on the same activity at home. Conversely, 21.6%

was spent on secretarial/administration work at home. A breakdown of hours spent by the teleworker roles is set out in Table 19 below.

Table 19 – Hours spent in Typical Week

	Hours	Valid Percent
Secretarial/administration (at home)	114	21.6
Secretarial/administration (on main work premises)	15	2.8
Data entry/word processing (at home)	15	2.8
Data entry/word processing (on main work premises)	5	0.9
ICT specialisation (at home)	144	27.2
ICT specialisation (on main work premises)	216	40.8
Research and development (at home)	20	3.8
Total	529	100.0

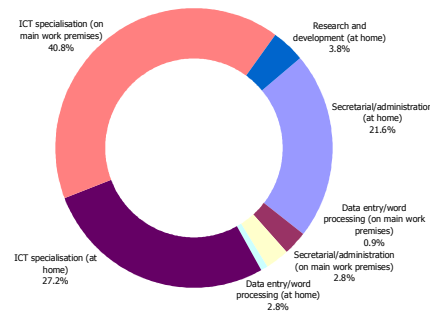


Table 20 – Hours spent in Typical Week by Teleworker Roles

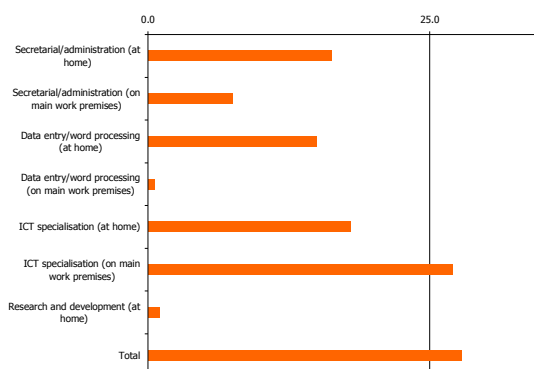
	Secretarial/ administration (at home)	Secretarial/ administration (on main work premises)	Data entry/ word processing (at home)	Data entry/ word processing (on main work premises)	ICT specialisation (at home)	ICT specialisation (on main work premises)	Research and development (at home)	Total
	N	N	N	N	N	N	N	N
Secretarial/Administration (Women)	94	15	-	-	-	-	-	109
Data entry/word processing (Women)	20	-	15	5	-	-	-	40
ICT specialisation (Men)	-	-	-	-	128	192	-	320
ICT specialisation (Women)	-	-	-	-	16	24	-	40
Research and development (Women)	-	-	-	-	-	-	20	20
Total	114	15	15	5	144	216	20	529

	Secretarial/ administration (at home)	Secretarial/ administration (on main work premises)	Data entry/ word processing (at home)	Data entry/ word processing (on main work premises)	ICT specialisation (at home)	ICT specialisation (on main work premises)	Research and development (at home)	Total
	%	%	%	%	%	%	%	%
Secretarial/Administration (Women)	17.77	2.84	-	-	-	-	-	20.60
Data entry/word processing (Women)	3.78	-	2.84	0.95	-	-	-	7.56
ICT specialisation (Men)	-	-	-	-	24.20	36.29	-	60.49
ICT specialisation (Women)	-	-	-	-	3.02	4.54	-	7.56
Research and development (Women)	-	-	-	-	-	-	3.78	3.78
Total	21.55	2.84	2.84	0.95	27.22	40.83	3.78	100.00

An average 27.8 hours were spent in telework activities during an average week.

Table 21 – Average Hours Spent in Typical Week

	Average Hours/Week
Secretarial/administration (at home)	16.3
Secretarial/administration (on main work premises)	7.5
Data entry/word processing (at home)	15.0
Data entry/word processing (on main work premises)	0.6
ICT specialisation (at home)	18.0
ICT specialisation (on main work premises)	27.0
Research and development (at home)	1.0
Total	27.8



5.2.4 Typical Employment Status

All teleworkers were employed on a permanent basis.

Table 22 – Typical Employment Status

	Permanent employee N	Temporary Casual /Employee N	Employed by sub contractor N	Self Employed N	Trainee/ placement student N
Secretarial/administration	7	-	-	-	-
Data entry/word processing	2	-	-	-	-
Sales/marketing	1	-	-	-	-
ICT specialisation	8	-	-	-	-
Research and development	1	-	-	-	-

5.2.5 Facilities & Technologies Used by Teleworkers

The facilities mostly used by teleworkers included desks and telephones, followed by personal computers. Conducting telework also involved the use of technology largely exemplified by fixed line telephony and desktop personal computers.

Table 23 – Equipment Typically Used by Teleworkers

	Frequency	Valid Percent
Desk	16	27.1%
Filing Cabinet	4	6.8%
Desktop PC	9	15.3%
Laptop PC	10	16.9%
Telephone	16	27.1%
Fax	4	6.8%
Total	59	100.0%

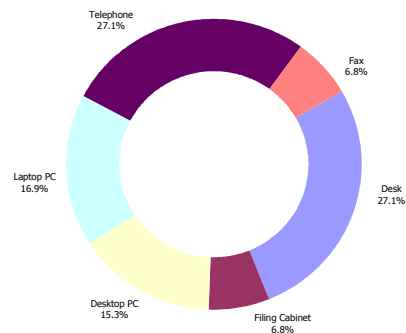


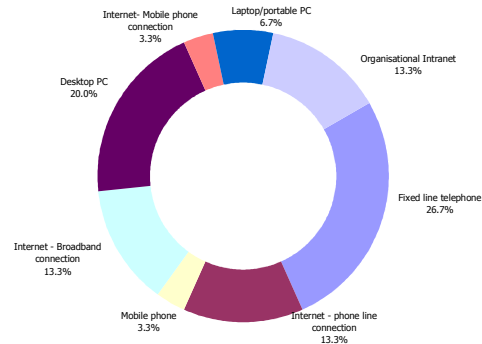
Table 24 – Equipment Typically Used by Teleworkers Roles

	Desk N	Filing Cabinet N	Desktop PC N	Laptop PC N	Telephone N	Fax N
Secretarial/administration	4	2	5	1	4	3
Data entry/word processing	2		2		2	
Sales/marketing	1	1	1	1	1	1
ICT specialisation	8			8	8	
Research and development	1	1	1		1	
Total	16	4	9	10	16	4

	Desk %	Filing Cabinet %	Desktop PC %	Laptop PC %	Telephone %	Fax %
Secretarial/administration	21.1	10.5	26.3	5.3	21.1	15.8
Data entry/word processing	33.3	0.0	33.3	-	33.3	-
Sales/marketing	16.7	16.7	16.7	16.7	16.7	16.7
ICT specialisation	33.3	-	-	33.3	33.3	-
Research and development	25.0	25.0	25.0	-	25.0	-
Total	27.1	6.8	15.3	16.9	27.1	6.8

Table 25 – Technologies Used by Teleworkers

	Frequency	Valid Percent
Fixed line telephone	8	26.7
Internet - phone line connection	4	13.3
Mobile phone	1	3.3
Internet - Broadband connection	4	13.3
Desktop PC	6	20.0
Internet- Mobile phone connection	1	3.3
Laptop/portable PC	2	6.7
Organisational Intranet	4	13.3
Total	30	100.0



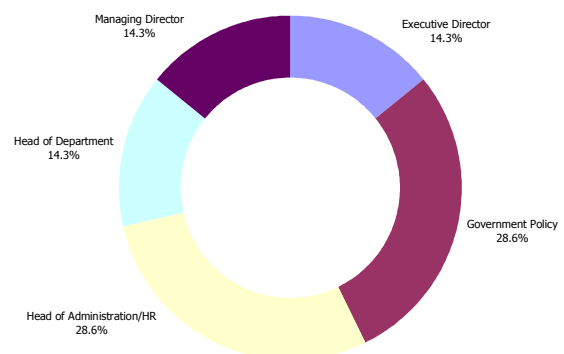
5.3 Telework Implementation

5.3.1 Adoption of Telework

Telework was adopted in different years by these organisations, with the years of implementation ranging between 1999 and 2006. The person responsible for the adoption of telework in these organisations differed considerably, although directors, head of departments or government policy were typically the primary initiators.

Table 26 – Person Responsible to Initiate the Adoption of Telework

	Frequency	Valid Percent
Executive Director	1	14.3
Government Policy	2	28.6
Head of Administration/HR	2	28.6
Head of Department	1	14.3
Managing Director	1	14.3
Total	7	100.0



5.3.2 Opposition for the Adoption of Telework

Two organisations had encountered opposition for the adoption of telework, although the opposition was somewhat weak. The finance department and line managers raised the opposition, primarily in view of management problems.

Table 27 – Opposition for the Adoption of Telework

		Frequency	Valid Percent
Valid	Yes	2	22.2
	No	7	77.8
	Total	9	100.0

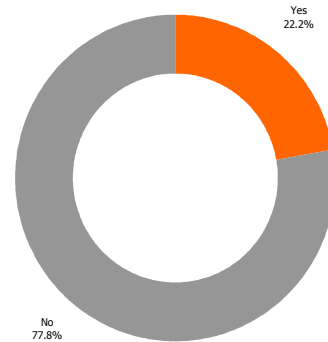
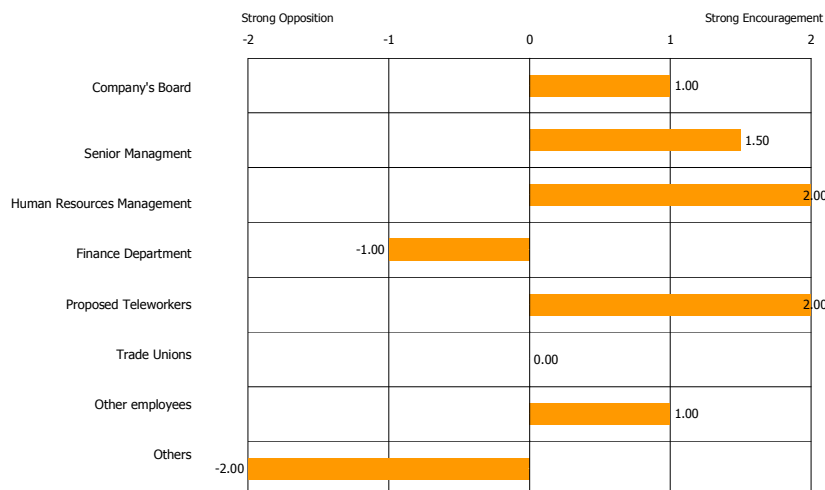


Table 28 – Level of Opposition in Respect to Telework

	N	Minimum (Strong Opposition)	Maximum (Strong Encouragement)	Mean	Std. Deviation
Company's Board	1	1	1	1.00	.
Senior Management	2	1	2	1.50	.707
Human Resources Management	2	2	2	2.00	.000
Finance Department	1	-1	-1	-1.00	.
Proposed Teleworkers	2	2	2	2.00	.000
Trade Unions	1	0	0	.00	.
Other employees	2	0	2	1.00	1.414
Others	1	-2	-2	-2.00	.

Figure 15 – Level of Opposition in Respect to Telework



5.3.3 Undertaking & Evaluation of Pilot Scheme

A total of 5 participants (or 83.3% of the reviewed establishments) adopted a pilot scheme prior to the implementation of telework as a form of work arrangement. Factors that were primarily taken into account when evaluating the outcome from pilot scheme related to customer satisfaction, management satisfaction and quality of work.

Table 29 – Undertaking of Pilot Scheme

		Frequency	Valid Percent
Valid	Yes	5	83.3
	No	1	16.7
	Total	6	100.0

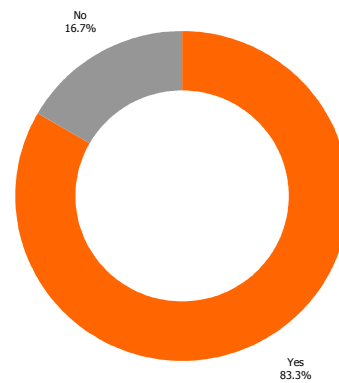
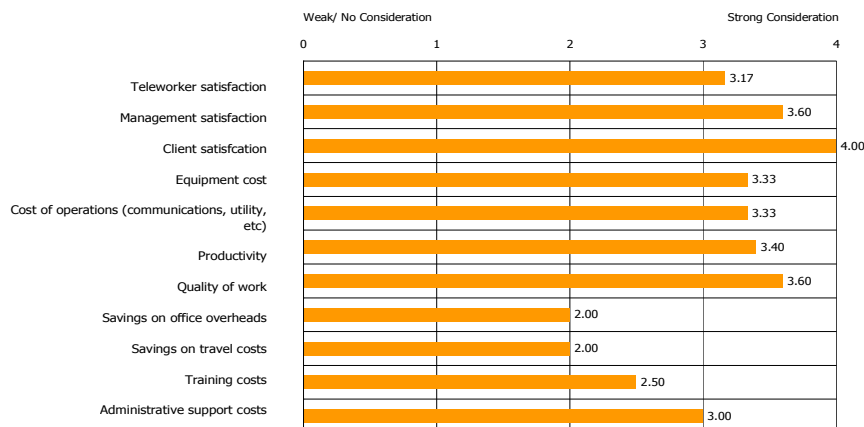


Table 30 – Factors Taken into Account when Evaluating Pilot Scheme

	N	Minimum (Weak/ No Consideration)	Maximum (Strong Consideration)	Mean	Std. Deviation
Teleworker satisfaction	6	2	4	3.17	.753
Management satisfaction	5	3	4	3.60	.548
Client satisfaction	2	4	4	4.00	.000
Equipment cost	3	3	4	3.33	.577
Cost of operations (communications, utility, etc)	3	3	4	3.33	.577
Productivity	5	3	4	3.40	.548
Quality of work	5	3	4	3.60	.548
Savings on office overheads	2	1	3	2.00	1.414
Savings on travel costs	2	1	3	2.00	1.414
Training costs	2	2	3	2.50	.707
Administrative support costs	1	3	3	3.00	.



5.3.4 Engaging/ Employing Teleworkers

Teleworkers were primarily engaged following selection of staff from within the organisation. This was either through selection by management or through application from the staff. Indeed, no external recruitment was present.

Table 31 – Engagement of Teleworkers

	Frequency	Valid Percent
Management selects from existing staff	4	44.4
Existing staff can apply to become teleworkers	5	55.6
Total	9	100.0



Independently from the ability to do the job competently, factors taken into account when evaluating prospective teleworkers related primarily to maturity, availability of time to devote to work and self-sufficiency. Other elements that were mentioned included a satisfactory record of accomplishment of the employee, the duration of employment if the person is already working in other arrangements with the company and the conditions of the arrangement.

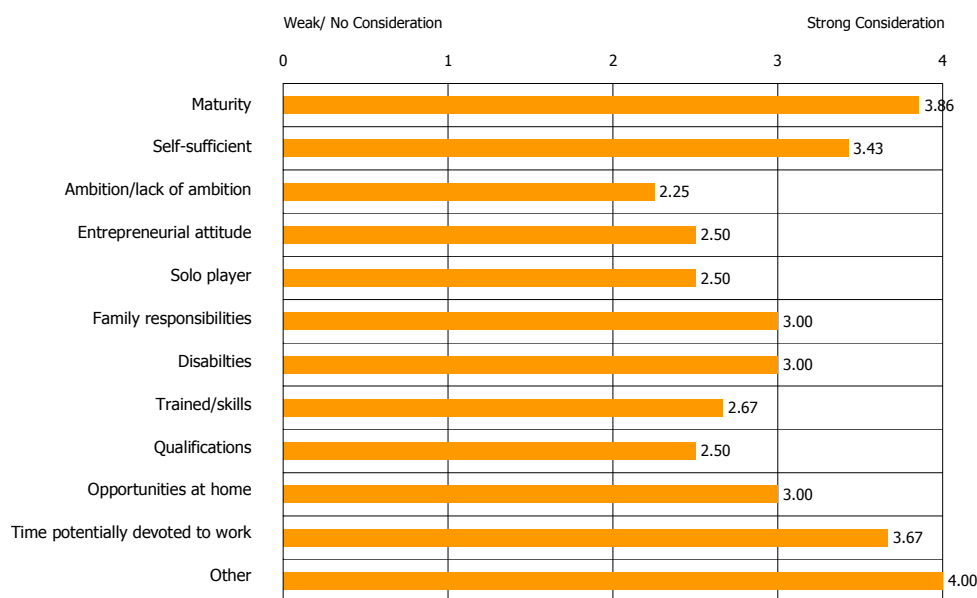
Conversely, qualities that were considered unsuitable for teleworking were primarily related to:

- unreliability & untrustworthiness, lack of maturity and self-discipline to work without supervision often resulting in inefficiencies or abuse of the system, together with other similar negative personal characteristics leading to low productivity,
- distractions at home, the prioritising of other work (domestic and non), and
- the inadequacy of telework for specific job positions within the company, such as managerial duties, in which teleworkers were considered to be generally less effective.

Table 32 – Factors Taken into Account when Evaluating Prospective Teleworkers

	N	Minimum (Weak/No Consideration)	Maximum (Strong Consideration)	Mean	Std. Deviation
Maturity	7	3	4	3.86	.378
Self-sufficient	7	3	4	3.43	.535
Ambition/lack of ambition	4	0	3	2.25	1.500
Entrepreneurial attitude	4	1	4	2.50	1.291
Solo player	4	0	4	2.50	1.915
Family responsibilities	6	2	4	3.00	.632
Disabilities	5	2	4	3.00	1.000
Trained/skills	6	2	3	2.67	.516
Qualifications	4	0	4	2.50	1.732
Opportunities at home	6	3	3	3.00	.000
Time potentially devoted to work	3	3	4	3.67	.577
Other	2	4	4	4.00	.000

Figure 16 – Factors Taken into Account when Evaluating Prospective Teleworkers



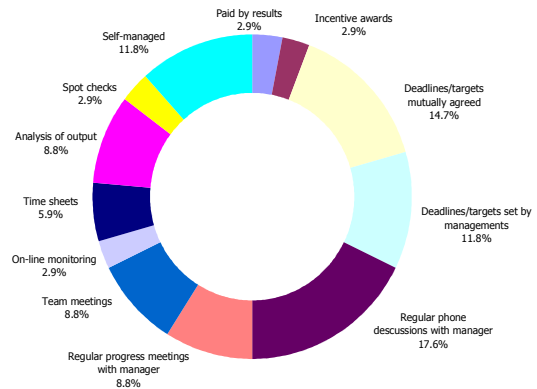
5.4 Managing Teleworkers

5.4.1 Performance Management of Teleworkers

Teleworkers' performance is managed primarily through regular phone discussions with managers and by mutually agreed deadlines or targets. Moreover, deadlines or targets may also be set by management, while in certain cases, performance is self-managed.

Table 33 – Performance Management of Teleworkers

	Frequency	Valid Percent
Paid by results	1	2.9
Incentive awards	1	2.9
Deadlines/targets mutually agreed	5	14.7
Deadlines/targets set by management	4	11.8
Regular phone discussions with manager	6	17.6
Regular progress meetings with manager	3	8.8
Team meetings	3	8.8
On-line monitoring	1	2.9
Time sheets	2	5.9
Analysis of output	3	8.8
Spot checks	1	2.9
Self-managed	4	11.8
Total	34	100.0

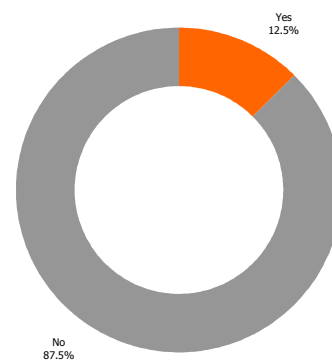


5.4.2 Special Training for Teleworkers

The majority of teleworkers were not provided any special training, with only one organisation claiming to offer special training to its teleworkers.

Table 34 – Special Training for Teleworkers

		Frequency	Valid Percent
Valid	Yes	1	12.5
	No	7	87.5
	Total	8	100.0

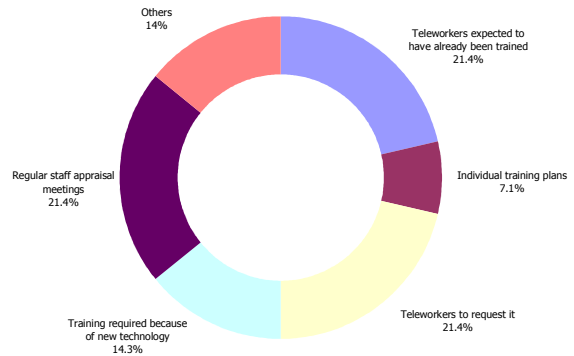


Moreover, participants showed that there was no specific method for identifying teleworkers' training needs. Indeed, while teleworkers are expected to have already been trained, some employers expected teleworkers to request specific training. The use of regular staff appraisal meetings to identify these training needs featured among 3 employers interviewed.

Other responses related to the similarity of employees' tasks to those performed at the work place, thereby invalidating the need to provide specific training to teleworkers.

Table 35 – Identifying Teleworkers’ Training Needs

	Frequency	Valid Percent
Teleworkers expected to have already been trained	3	21.4
Individual training plans	1	7.1
Teleworkers to request it	3	21.4
Training required because of new technology	2	14.3
Regular staff appraisal meetings	3	21.4
Others	2	14.3
Total	14	100.0

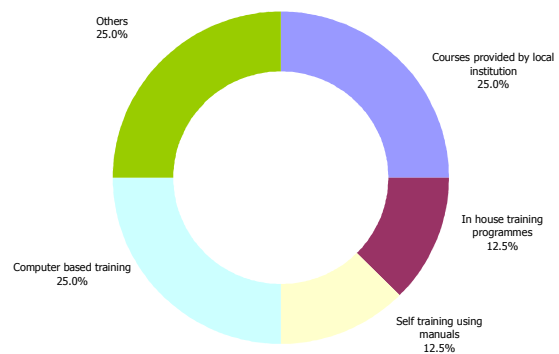


Training methods used by these organisations are diverse, varying from courses provided by local institutions, computer based training, in house training programmes and self-training using manuals. Conversely, since teleworkers were primarily engaged through the selection of staff from within the organisations, they would already have received on the job training, albeit not specific to telework.

Indeed, all research participating enterprises agreed that training offered to teleworkers does not differ from that provided to other regular human resources.

Table 36 – Training of Teleworkers

	Frequency	Valid Percent
Courses provided by local institution	2	25.0
In house training programmes	1	12.5
Self training using manuals	1	12.5
Computer based training	2	25.0
Others	2	25.0
Total	8	100.0



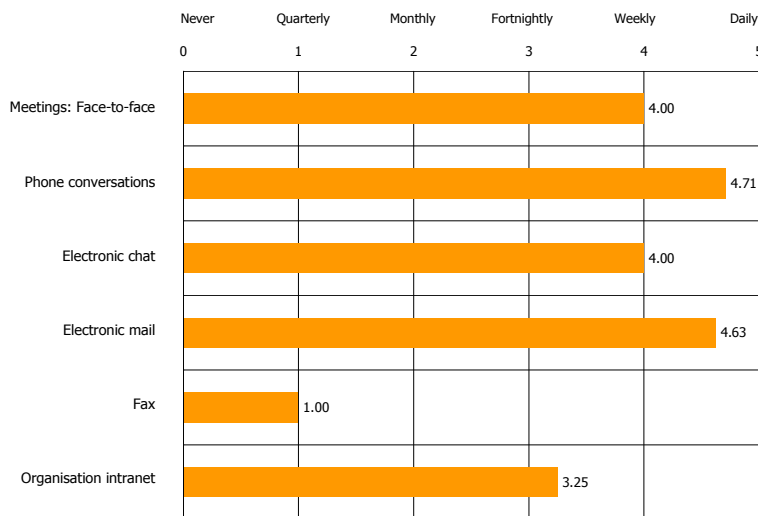
5.4.3 Communication between Teleworkers & Managers

The day-to-day communication between teleworkers and their managers mainly involves phone conversations and electronic mail (nearly on a daily basis). Face-to-face meetings and electronic chat is relied upon weekly, while organisation intranet is used somewhat less frequently. Fax is rarely used.

Table 37 – Communication between Teleworkers & Managers

	N	Minimum (Never)	Maximum (Daily)	Mean	Std. Deviation
Meetings: Face-to-face	6	3	5	4.00	.632
Phone conversations	7	4	5	4.71	.488
Electronic chat	5	0	5	4.00	2.236
Electronic mail	8	3	5	4.63	.744
Fax	3	0	3	1.00	1.732
Organisation intranet	4	0	5	3.25	2.363

Figure 17 – Communication between Teleworkers & Managers

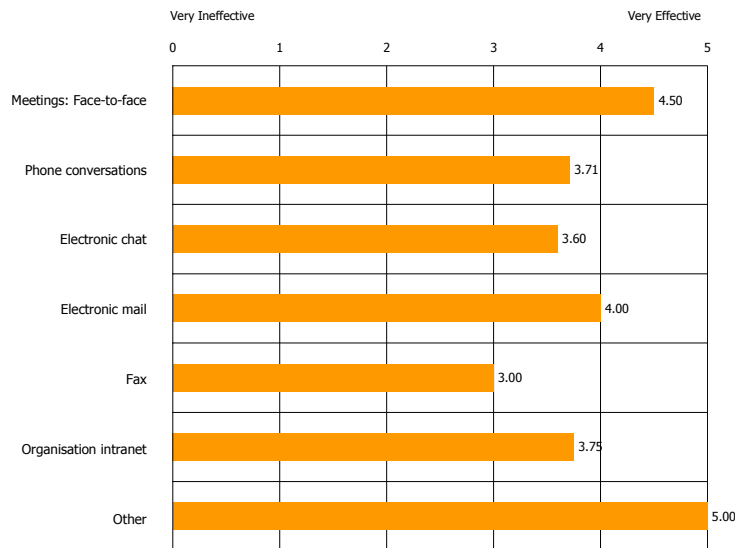


Face-to-face meetings are considered as the most effective means of communication between teleworkers and managers, followed by electronic mail. Phone conversations and organisational intranet followed, also considered rather effective in this regard.

Table 38 – Effectiveness of Communication between Teleworkers & Managers

	N	Minimum (Very Ineffective)	Maximum (Very Effective)	Mean	Std. Deviation
Meetings face-to-face	6	3	5	4.50	.837
Phone conversations	7	1	5	3.71	1.496
Electronic chat	5	3	5	3.60	.894
Electronic mail	8	3	5	4.00	.756
Fax	2	3	3	3.00	.000
Organisation intranet	4	3	5	3.75	.957
Others	1	5	5	5.00	.

Figure 18 – Effectiveness of Communication between Teleworkers & Managers



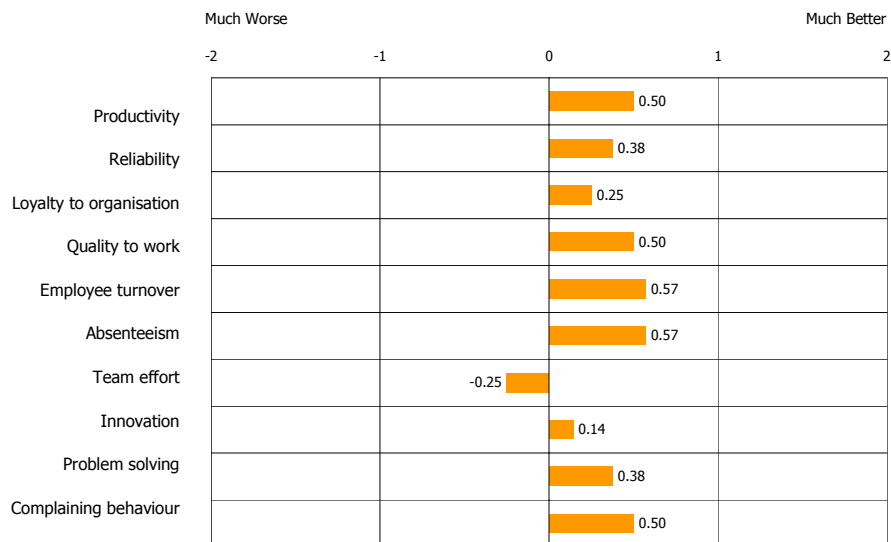
5.4.4 Teleworkers & Regular Human Resources

Teleworkers were considered to perform marginally better than regular human resources do overall. Indeed, most positive responses related to employee turnover and absenteeism, productivity, quality of work and complaining behaviour. Team effort was the only issue where teleworkers compared slightly worse than regular human resources.

Table 39 – Teleworkers in Comparison to Regular Human Resources

	N	Minimum (Much Worse)	Maximum (Much Better)	Mean	Std. Deviation
Productivity	8	-1	2	.50	.926
Reliability	8	-1	2	.38	.916
Loyalty to organisation	8	0	1	.25	.463
Quality to work	8	0	2	.50	.756
Employee turnover	7	0	2	.57	.787
Absenteeism	7	0	2	.57	.976
Team effort	8	-1	0	-.25	.463
Innovation	7	-1	2	.14	.900
Problem solving	8	0	2	.38	.744
Complaining behaviour	8	0	2	.50	.756

Figure 19 – Teleworkers in Comparison to Regular Human Resources



5.4.5 Complaints & Demands of Teleworkers

Teleworkers were not seen to raise any particular complaints. Indeed, only two organisations declared to receive complaints from their teleworkers, with such complaints largely related to technical problems, the segregation from the work environment and not feeling part of a team. Other complaints (albeit rare) related to fewer rights of teleworkers when compared to regular human resources.

Table 40 – Raising of Complaints by Teleworkers

		Frequency	Valid Percent
Valid	Yes	2	28.6
	No	5	71.4
	Total	7	100.0

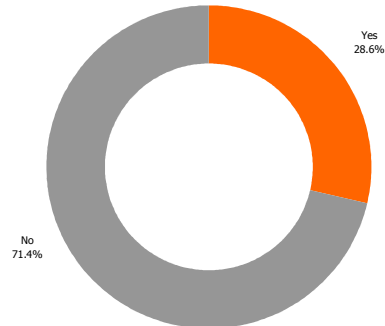
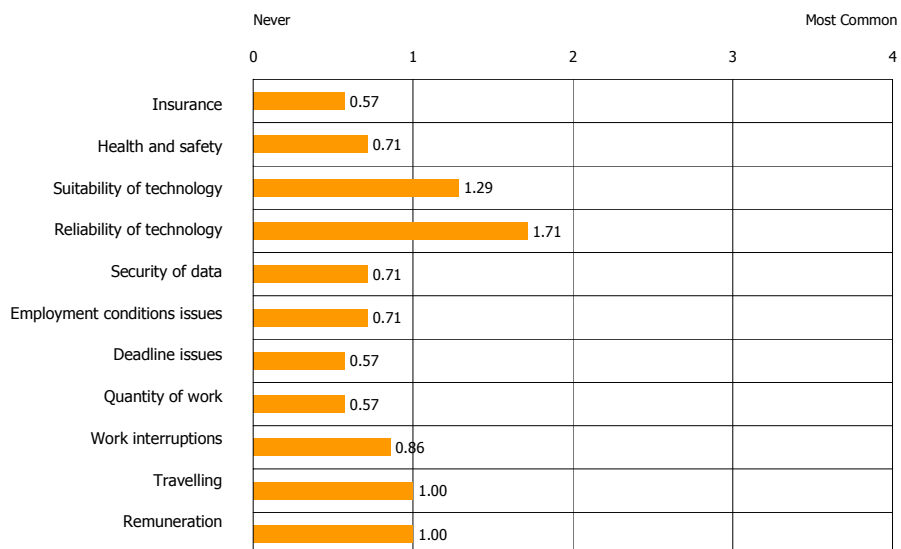


Table 41 – Complaints/Demands Teleworkers Present to Management

	N	Minimum (Never)	Maximum (Most Common)	Mean	Std. Deviation
Insurance	7	0	3	.57	1.134
Health and safety	7	0	4	.71	1.496
Suitability of technology	7	0	4	1.29	1.704
Reliability of technology	7	0	4	1.71	1.496
Security of data	7	0	3	.71	1.254
Employment conditions issues	7	0	4	.71	1.496
Deadline issues	7	0	2	.57	.976
Quantity of work	7	0	2	.57	.976
Work interruptions	7	0	3	.86	1.464
Travelling	7	0	5	1.00	1.826
Remuneration	7	0	3	1.00	1.291

Figure 20 – Complaints/Demands Teleworkers Present to Management



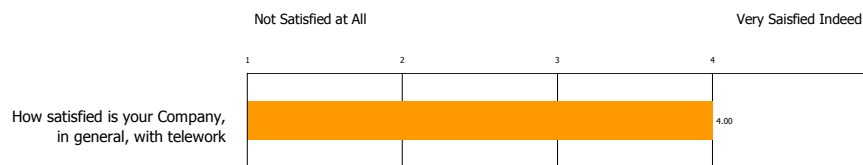
5.4.6 Satisfaction with Telework

Organisations were generally satisfied with telework, as evidenced by a relative mean score of 4.0 on a scale from 1 (not satisfied at all) to 5 (very satisfied indeed).

Table 42 – General Satisfaction towards Telework

	N	Minimum (Not Satisfied at All)	Maximum (Very Satisfied Indeed)	Mean	Std. Deviation
How satisfied is your Company, in general, with telework	7	3	5	4.00	.816

Figure 21 – General Satisfaction towards Telework



5.4.7 Advantages of Telework

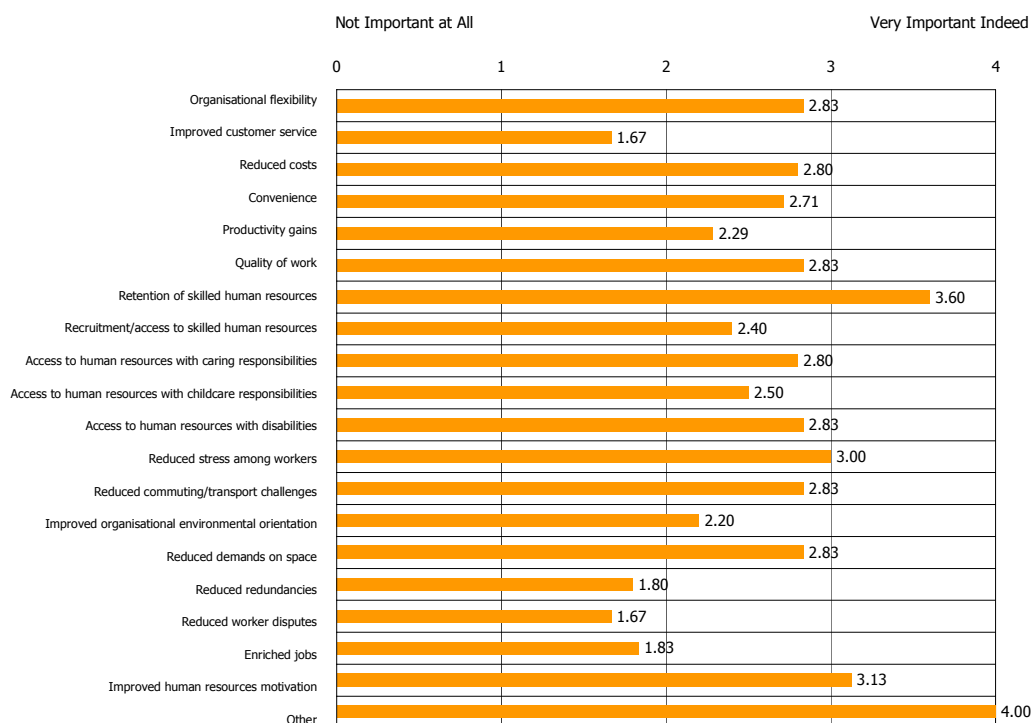
The most important of potential advantages accruing from telework related primarily to the retention of skilled human resources, followed by the improved human resource motivation. Organisational flexibility, reduced costs, quality of work, access to human resources with disability & caring responsibilities, reduced commuting/ transport challenges and reduced demands on space were also considered rather important issues. Other relevant issues included the enhancing of relationships between company and employee together with the retention of women in ICT.

Improved customer satisfaction, reduced redundancies, reduced workers disputes and enriched jobs were perceived as rather unimportant issues.

Table 43 – Importance of Potential Advantages Related to Telework

	N	Minimum (Not Important at All)	Maximum (Very Important Indeed)	Mean	Std. Deviation
Organisational flexibility	6	1	4	2.83	1.329
Improved customer service	6	0	4	1.67	1.506
Reduced costs	5	1	4	2.80	1.304
Convenience	7	2	4	2.71	.951
Productivity gains	7	0	4	2.29	1.704
Quality of work	6	0	4	2.83	1.602
Retention of skilled human resources	5	2	4	3.60	.894
Recruitment/access to skilled human resources	5	0	4	2.40	1.817
Access to human resources with caring responsibilities	5	1	4	2.80	1.304
Access to human resources with childcare responsibilities	4	1	4	2.50	1.291
Access to human resources with disabilities	6	1	4	2.83	1.169
Reduced stress among workers	6	2	4	3.00	.632
Reduced commuting/transport challenges	6	2	4	2.83	.753
Improved organisational environmental orientation	5	0	4	2.20	1.643
Reduced demands on space	6	0	4	2.83	1.472
Reduced redundancies	5	0	4	1.80	1.789
Reduced worker disputes	6	0	4	1.67	1.633
Enriched jobs	6	0	4	1.83	1.602
Improved human resources motivation	8	0	4	3.13	1.356
Other	1	4	4	4.00	.

Figure 22 – Importance of Potential Advantages Related to Telework

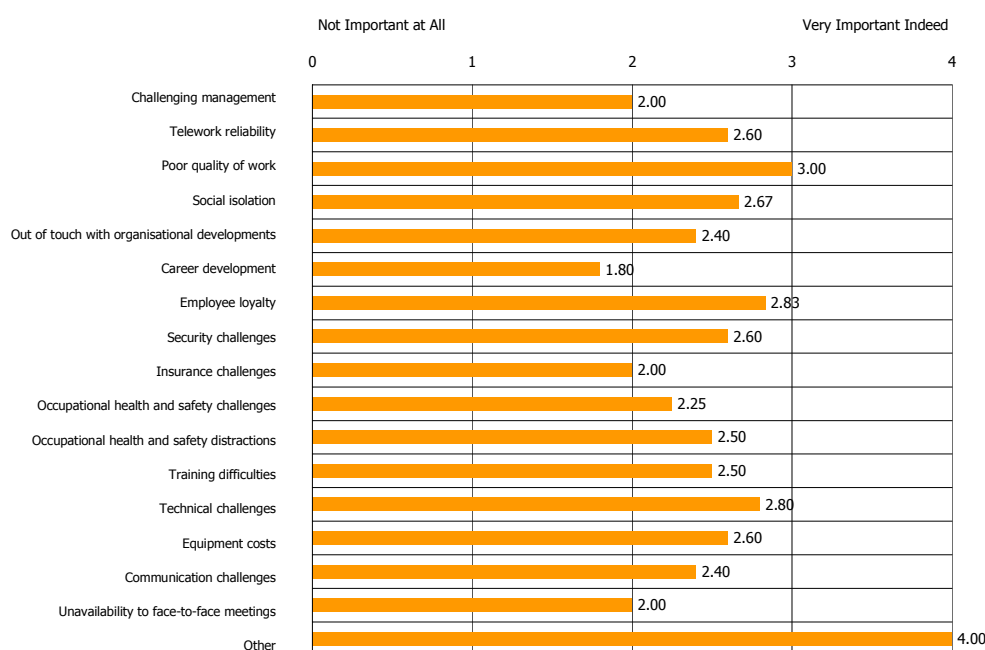


Conversely, poor quality of work, employee loyalty and technical challenges were considered as the most important potential disadvantages related to telework. Issues related to reliability, social isolation, security challenges and equipment costs were also considered somewhat important in this regard.

Table 44 – Importance of Potential Disadvantages Related to Telework

	N	Minimum (Not Important at All)	Maximum (Very Important Indeed)	Mean	Std. Deviation
Challenging management	3	0	4	2.00	2.000
Telework reliability	5	0	4	2.60	1.673
Poor quality of work	4	0	4	3.00	2.000
Social isolation	6	0	4	2.67	1.506
Out of touch with organisational developments	5	0	4	2.40	1.517
Career development	5	0	3	1.80	1.095
Employee loyalty	6	0	4	2.83	1.602
Security challenges	5	0	4	2.60	1.673
Insurance challenges	4	0	3	2.00	1.414
Occupational health and safety challenges	4	0	3	2.25	1.500
Occupational health and safety distractions	4	0	4	2.50	1.732
Training difficulties	4	0	4	2.50	1.732
Technical challenges	5	0	4	2.80	1.643
Equipment costs	5	1	4	2.60	1.140
Communication challenges	5	0	4	2.40	1.517
Unavailability to face-to-face meetings	4	0	4	2.00	1.633
Other	1	4	4	4.00	.

Figure 23 – Importance of Potential Disadvantages Related to Telework



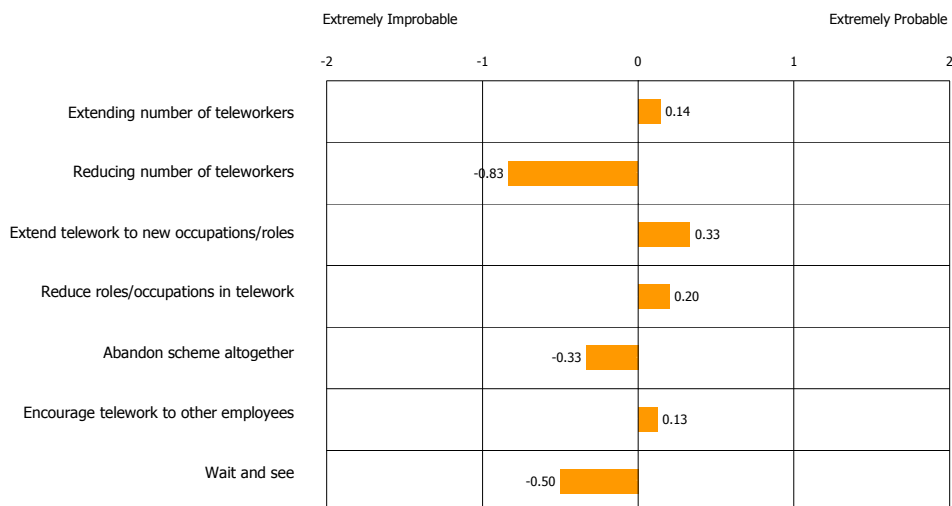
5.4.8 Telework Implementation Strategy

No significant indication of a strategy implementation to make changes to the current composition of telework arrangements featured among research participants. Indeed, the probability of extending the number of teleworkers, extending telework to new occupations/roles and encouraging telework to other employees is rather minor. However, while reducing roles/occupations in telework was perceived to be a slight probability, reducing the number of employees or abandoning the scheme altogether was seen as somewhat improbable.

Table 45 – Possible Strategy Implementation with Respect to Telework

	N	Minimum (Extremely Improbable)	Maximum (Extremely Probable)	Mean	Std. Deviation
Extending number of teleworkers	7	-2	2	.14	1.215
Reducing number of teleworkers	6	-2	0	-.83	.983
Extend telework to new occupations/roles	6	-2	1	.33	1.211
Reduce roles/occupations in telework	5	-1	2	.20	1.095
Abandon scheme altogether	6	-2	2	-.33	1.366
Encourage telework to other employees	8	-2	1	.13	.991
Wait and see	4	-2	1	-.50	1.732

Figure 24 – Possible Strategy Implementation with Respect to Telework



6 Telework – A Work Arrangement among Maltese Workers

6.1 Respondent Profile

A total of 18 employees engaged in telework with the above employers were interviewed, the features of whom are summarised in Table 46 through to Table 63. This analysis shows that:

- 77.8% of participants were women;
- median age of participants stood at 30 to 34 years;
- 77.8% of participants were married, living and/or with partner;
- 81.3% of participants claimed to have caring responsibilities at home, of whom, most related to children at home. A total of 15.4% such respondents had children under the age of 2 years only, while 38.5% of participants had children under the age of 5 years, and another 38.5% of participants had children under the age of 16 years. A total of 16.8% of teleworkers interviewed had other caring responsibilities such as caring for parents at home;
- 35.3% of participants spent 5 to 7 hours in domestic work daily, 17.6% spent more than 9 hours, while the remaining participants spent less than 5 hours daily;
- 50% of participants had a diploma or higher level of education, while the remaining participants had post secondary education or less;
- 55.6% of participants were employed with government organisations, while the remaining 44.4% were employed with parastatal or private companies;
- 50.0% of participants were involved in the communications sector, while 22.2% were involved in government services;
- 66.7% of the participants were employed on a full-time basis, while the remaining 33.3% were employed on a part-time basis;
- 66.7% of participants were employed on an indefinite contract, while the remaining 27.8% and 5.6% of participants were engaged in fixed-term contract jobs and casual jobs respectively;
- 47.1% of participants were employed in professional roles, 35.3% were engaged in clerical occupations, while 17.6% were high ranking officials, senior managers or directors;
- 52.9% of participants were engaged with their company for more than 10 years, while 35.3% and 11.8% were engaged with their company for 1 to 3 years and 7 to 10 years, respectively.
- 47.0% of participants were engaged in their role for more than 4 years while 41.2% were engaged for 1 to 3 years. The remaining 11.8% were engaged in their role for less than one year;

- 35.3% of participants were engaged in telework for 1 to 3 years, 29.4% for less than one year, while the remaining 35.3% were engaged in telework for less than 4 years;
- 61.1% of participants had no human resource responsibilities at work;
- 33.3% of participants were involved in IT/ITC, while 27.8% had administrative roles. Other participants were involved in customer care, human resources, marketing and other roles.

Table 46 – Summary of Participant Employee Gender

		Frequency	Valid Percent
Valid	Male	4	22.2
	Female	14	77.8
	Total	18	100.0

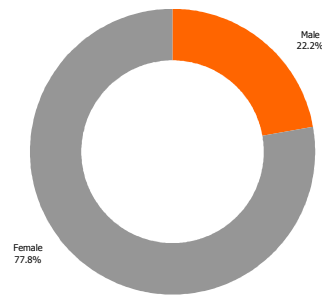


Table 47 – Summary of Participant Employee Age

		Frequency	Valid Percent
Valid	18-24	2	11.1
	25-29	2	11.1
	30-34	8	44.4
	35-39	3	16.7
	40-44	2	11.1
	50-54	1	5.6
	Total	18	100.0

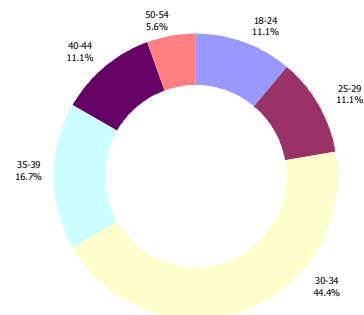


Table 48 – Summary of Participant Employee Status

		Frequency	Valid Percent
Valid	Married or living with partner	14	77.8
	Never married and not living with partner	4	22.2
	Total	18	100.0

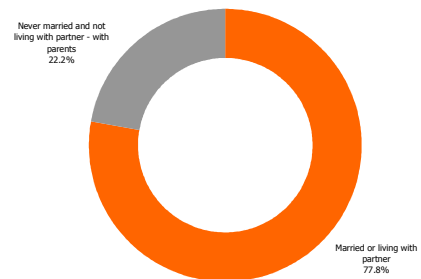


Table 49 – Summary of Caring Responsibilities

		Frequency	Valid Percent
Valid	Yes	13	81.3
	No	3	18.8
	Total	16	100.0
Missing	System	2	
Total		18	

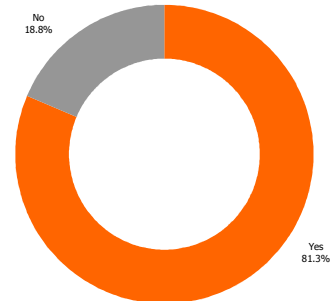


Table 50 - Summary of Participant Caring Responsibilities - Kids

		Frequency	Valid Percent
Valid	Kids - under 2 years	2	15.4
	Kids - under 5 years	5	38.5
	Kids - under 16 years	5	38.5
	Kids - over 16 years	1	7.7
	Total	13	100.0
Missing	System	5	
Total		18	

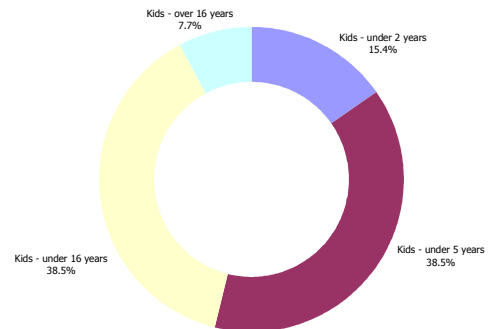


Table 51 - Summary of Participant Caring Responsibilities - Parents

		Frequency	Valid Percent
Valid	Parents/ others - dependent	1	5.6%
	Parents/ others - independent	1	5.6%
	Others	1	5.6%
	No caring responsibilities	15	83.3%
Total		18	100.0%

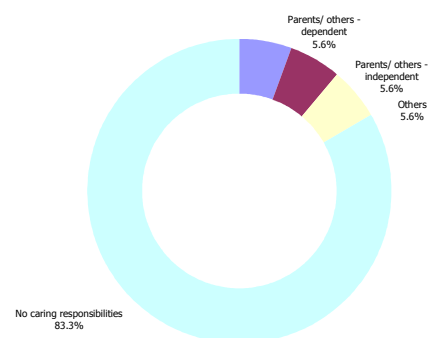


Table 52 – Summary of Participant Domestic Responsibilities

		Frequency	Valid Percent
Valid	<1hr	3	17.6
	1-3hrs	3	17.6
	3-5hrs	2	11.8
	5-7hrs	6	35.3
	>9hours	3	17.6
	Total	17	100.0
Missing	System	1	
Total		18	

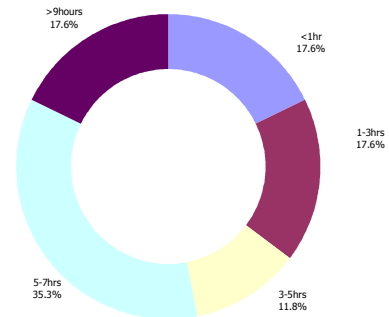


Table 53 – Summary of Participant's Education

		Frequency	Valid Percent
Valid	Primary schooling or less	1	5.6
	Secondary schooling	3	16.7
	Secondary (vocational)	1	5.6
	Post secondary	4	22.2
	Diploma (university) & first degree	7	38.9
	Post graduate	2	11.1
	Total	18	100.0

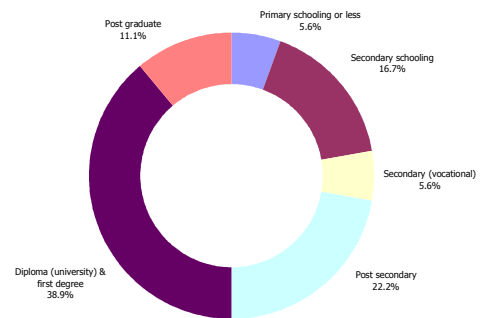


Table 54 – Summary of Participant Employer Type

		Frequency	Valid Percent
Valid	Government organisation / department	10	55.6
	Parastatal company	4	22.2
	Private company	4	22.2
	Total	18	100.0

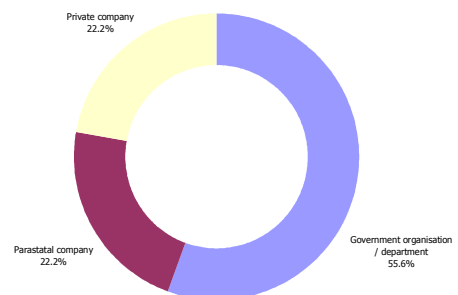


Table 55 – Summary of Participant Sector of Activity

		Frequency	Valid Percent
Valid	Banking, finance & insurance	1	5.6
	Communications	9	50.0
	Government services	4	22.2
	Hotel & catering	1	5.6
	Mfg: Electrical products & appliances	1	5.6
	Transport	1	5.6
	Wholesale & retail	1	5.6
	Total	18	100.0

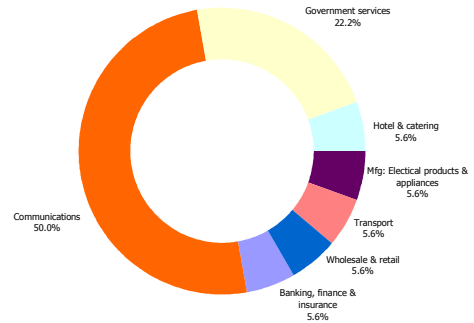


Table 56 – Summary of Participant Sector of Occupation Basis

		Frequency	Valid Percent
Valid	Full time	12	66.7
	Part time	6	33.3
	Total	18	100.0

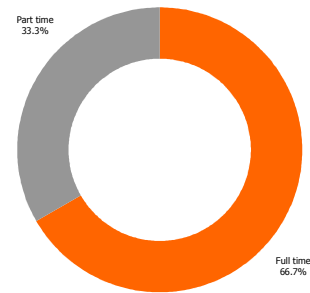


Table 57 – Summary of Participant Occupational Contract

		Frequency	Valid Percent
Valid	Casual	1	5.6
	Permanent - fixed term contract	5	27.8
	Permanent - indefinite contract	12	66.7
	Total	18	100.0

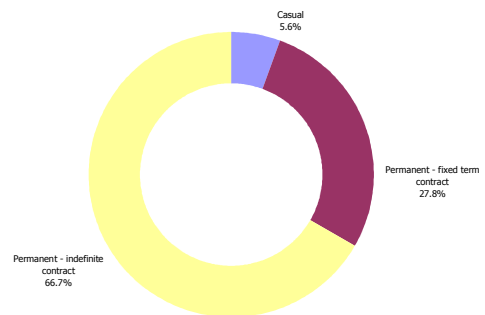


Table 58 – Summary of Participants’ Level of Responsibility

		Frequency	Valid Percent
Valid	Senior managers, large business owners, directors, high rank	3	17.6
	Professionals (employed or self employed)	8	47.1
	Clerical employees	6	35.3
	Total	17	100.0
Missing	System	1	
Total		18	

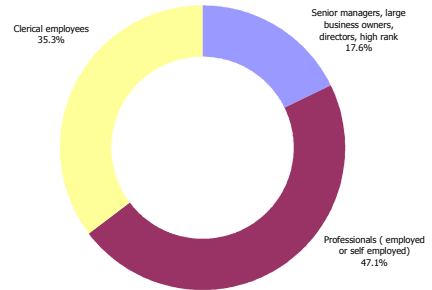


Table 59 – Summary of Participants’ Years with Current Company

		Frequency	Valid Percent
Valid	1 - 3 yrs	6	35.3
	7 - 10 yrs	2	11.8
	10+ yrs	9	52.9
	Total	17	100.0
Missing	System	1	
Total		18	

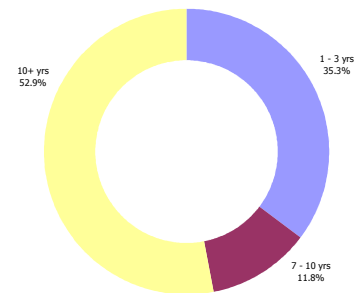


Table 60 – Summary of Participants’ Years in Current Role

		Frequency	Valid Percent
Valid	<1 yr	2	11.8
	1 - 3 yrs	7	41.2
	4 - 6 yrs	2	11.8
	7 - 10 yrs	3	17.6
	10+ yrs	3	17.6
	Total	17	100.0
Missing	System	1	
Total		18	

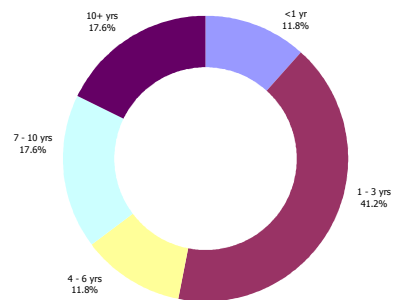


Table 61 – Summary of Participants’ Years in Telework

		Frequency	Valid Percent
Valid	<1 yr	5	29.4
	1 - 3 yrs	6	35.3
	4 - 6 yrs	5	29.4
	7 - 10 yrs	1	5.9
	Total	17	100.0
Missing	System	1	
Total		18	

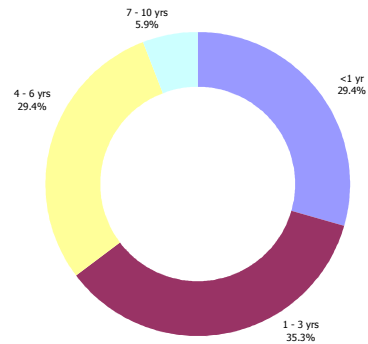


Table 62 – Summary of Participant’s Human Resource Responsibilities

		Frequency	Valid Percent
Valid	Yes	7	38.9
	No	11	61.1
	Total	18	100.0

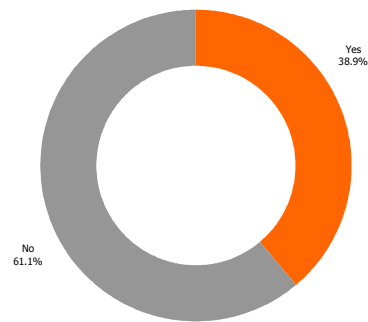
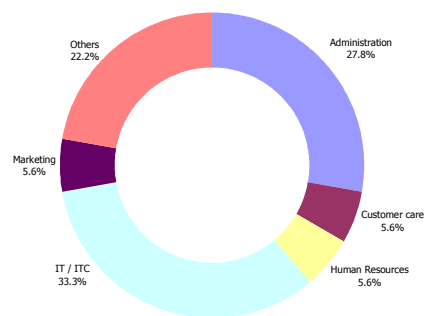


Table 63 – Summary of Participant’s Occupational Role

		Frequency	Valid Percent
Valid	Administration	5	27.8
	Customer care	1	5.6
	Human Resources	1	5.6
	IT / ITC	6	33.3
	Marketing	1	5.6
	Others	4	22.2
	Total	18	100.0



6.2 Pattern of Work

6.2.1 Patterns of Teleworking

In describing their pattern of teleworking by indicating the number of days they spent in such activities in a typical month, teleworkers indicated how 56.6% of the teleworking days were spent at traditional, central offices (employer) while another 28.6% of such days were spent at home. On average 16.7 days per month were spent in teleworking activities altogether away from the employers' premises.

While the majority of participants spent most of their time at traditional, central office (employer) locations, spending more time at home was a more common incidence among;

- female teleworkers or teleworkers with kids aged 5 years or younger (especially younger than 2 years), or
- teleworkers aged 40 to 54 years, or
- teleworkers engaged with private companies or engaged through part time or casual basis.

Table 64 – Pattern of Teleworking

	Frequency	Days per Month	Valid Percent
Traditional, central office (employer)	13	161	56.6
Other employer locations	7	40	14.1
Home	11	82	28.6
On the road - visiting clients/customers or working at customer	0	0	0.0
Other	2	2	0.7
Total		285	100.0

	Days per Month (Average)
Traditional, central office (employer)	12.4
Other employer locations	5.7
Home	7.4
On the road - visiting clients/customers or working at customer	0.0
Other	1.0
Total	16.7

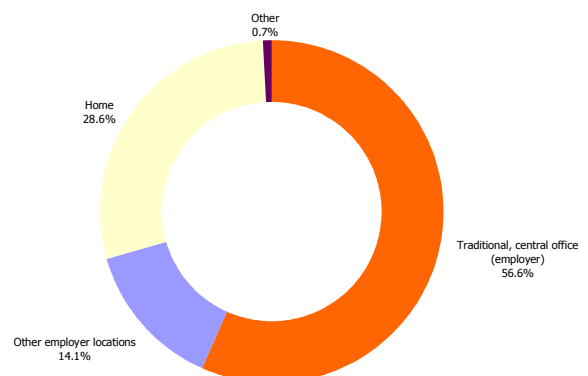


Table 65 - Pattern of Teleworking by Respondent Characteristics

		Traditional, central office (employer)		Other employer locations		Home	
		Hours	%	Hours	%	%	
Gender	Male	74	67.9	10	9.2	25	22.9
	Female	87	51.5	32	18.9	50	29.6
Age	18-29	51	75.0	0	0.0	17	25.0
	30-39	106	57.9	41	22.4	36	19.7
	40-54	4	14.8	1	3.7	22	81.5
How would you describe your status	Married or living with partner	124	55.6	41	18.4	58	26.0
	Never married, living with parents	37	67.3	1	1.8	17	30.9
Do you have caring responsibilities at home	Yes	120	64.2	42	22.5	25	13.4
	No	21	41.2	0	0.0	30	58.8
Caring Responsibilities - Kids	Kids - under 2 years	0	0.0	0	0.0	20	100.0
	Kids - under 5 years	42	58.3	22	30.6	8	11.1
	Kids - under 16 years	76	68.5	19	17.1	16	14.4
	Kids - over 16 years	4	80.0	1	20.0	0	0.0
Caring Responsibilities - Parents	Yes	4	80.0	1	20.0	0	0.0
	No	157	57.5	41	15.0	75	27.5
How much time do you spend in domestic work	<1hr	17	33.3	0	0.0	34	66.7
	1-3 hrs	74	84.1	10	11.4	4	4.5
	3-5 hrs	16	80.0	4	20.0	0	0.0
	5-7 hrs	38	49.4	27	35.1	12	15.6
	>9 hours	0	0.0	1	4.5	21	95.5
What is the highest level of education you attended	Post secondary & less	54	55.1	10	10.2	34	34.7
	Diploma (university) & more	107	59.4	32	17.8	41	22.8

Table 66 - Pattern of Teleworking by Work Characteristics

		Traditional, central office (employer)		Other employer locations		Home	
		Hours	%	Hours	%	%	
How can you describe the company	Goverment organisation / department	92	62.6	34	23.1	21	14.3
	Parastatal company	64	80.0	8	10.0	8	10.0
	Private company	5	9.8	0	0.0	46	90.2
What is your present role	Full time	124	63.9	34	17.5	36	18.6
	Part time	37	44.0	8	9.5	39	46.4
Basis	Casual	0	0.0	0	0.0	21	100.0
	Permanent - fixed term contract	76	81.7	1	1.1	16	17.2
	Permanent - indefinite contract	85	51.8	41	25.0	38	23.2
Which of the following describes best your level of responsibility	Senior managers/ officials, directors & business owners	5	45.5	0	0.0	6	54.5
	Professionals (employed or self employed)	104	55.0	40	21.2	45	23.8
	Clerical employees	36	62.1	2	3.4	20	34.5
How long have you been with this company?	<3 yrs	57	50.9	1	0.9	54	48.2
	6+ yrs	88	60.3	41	28.1	17	11.6
How long have you been in the present role?	<3 yrs	93	55.7	16	9.6	58	34.7
	3 - 6 yrs	24	75.0	8	25.0	0	0.0
	6+ yrs	28	47.5	18	30.5	13	22.0
How long have you been in this telework?	<3 yrs	84	59.2	33	23.2	25	17.6
	3 - 6 yrs	61	63.5	9	9.4	26	27.1
	6+ yrs	0	0.0	0	0.0	20	100.0
Do you have employees reporting to you?	Yes	89	73.6	22	18.2	10	8.3
	No	72	45.9	20	12.7	65	41.4
Which of the following best describes your role?	Administration	64	74.4	1	1.2	21	24.4
	Customer care	0	0.0	1	100.0	0	0.0
	Human Resources	12	100.0	0	0.0	0	0.0
	IT / ITC	80	62.5	40	31.3	8	6.3
	Others	5	9.8	0	0.0	46	90.2

6.2.2 Travel for Work

Participants were asked how much they travelled to do their work. This included the time to travel from home to work and back and travelling to customers or other work related locations. Responses were evenly distributed over various time brackets, however more than 55% of responses travelled over 3 hours for work weekly. While no differences were observed across different respondent groups, participants who worked on a full-time basis, with a permanent indefinite contract or professionals and/or with more than 6 years with the organisation showed more time devoted to travelling for work than other teleworker groups.

Table 67 – Travel for Work

		Frequency	Valid Percent
Valid	less than an hour	4	22.2
	1 - 3 hours weekly	4	22.2
	3 - 6 hours weekly	6	33.3
	6 - 12 hours weekly	4	22.2
	Total	18	100.0

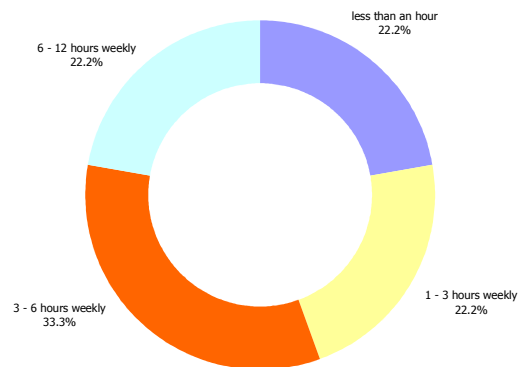


Table 68 – Travel for Work by Respondent Characteristics

		How much do you travel to do work?							
		less than an hour		1 - 3 hours weekly		3 - 6 hours weekly		6 - 12 hours weekly	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Gender	Male	1	25.0%	0	.0%	2	50.0%	1	25.0%
	Female	3	21.4%	4	28.6%	4	28.6%	3	21.4%
Age	18-29	0	.0%	0	.0%	1	25.0%	3	75.0%
	30-39	4	36.4%	2	18.2%	5	45.5%	0	.0%
	40-54	0	.0%	2	66.7%	0	.0%	1	33.3%
How would you describe your status	Married or living with partner	4	28.6%	3	21.4%	6	42.9%	1	7.1%
	Never married, living with parents	0	.0%	1	25.0%	0	.0%	3	75.0%
Do you have caring responsibilities at home	Yes	4	30.8%	3	23.1%	6	46.2%	0	.0%
	No	0	.0%	0	.0%	0	.0%	3	100.0%
Caring Responsibilities - Kids	Kids - under 2 years	1	50.0%	0	.0%	1	50.0%	0	.0%
	Kids - under 5 years	2	40.0%	0	.0%	2	40.0%	1	20.0%
	Kids - under 16 years	1	20.0%	2	40.0%	2	40.0%	0	.0%
	Kids - over 16 years	0	.0%	1	100.0%	0	.0%	0	.0%
Caring Responsibilities - Parents	Yes	1	33.3%	1	33.3%	1	33.3%	0	.0%
	No	3	20.0%	3	20.0%	5	33.3%	4	26.7%
How much time do you spend in domestic work	<1hr	0	.0%	0	.0%	0	.0%	3	100.0%
	1-3 hrs	1	33.3%	0	.0%	2	66.7%	0	.0%
	3-5 hrs	1	50.0%	0	.0%	1	50.0%	0	.0%
	5-7 hrs	2	33.3%	2	33.3%	2	33.3%	0	.0%
	>9 hours	0	.0%	2	66.7%	1	33.3%	0	.0%
What is the highest level of education you attended	Post secondary & less	1	11.1%	4	44.4%	3	33.3%	1	11.1%
	Diploma (university) & more	3	33.3%	0	.0%	3	33.3%	3	33.3%

Table 69 – Travel for Work-by-Work Characteristics

		How much do you travel to do work?							
		less than an hour		1 - 3 hours weekly		3 - 6 hours weekly		6 - 12 hours weekly	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
How can you describe the company	Govermnt organisation / departament	2	20.0%	4	40.0%	3	30.0%	1	10.0%
	Parastatal company	1	25.0%	0	.0%	2	50.0%	1	25.0%
	Private company	1	25.0%	0	.0%	1	25.0%	2	50.0%
What is your present role	Full time	3	25.0%	2	16.7%	5	41.7%	2	16.7%
	Part time	1	16.7%	2	33.3%	1	16.7%	2	33.3%
Basis	Casual	0	.0%	0	.0%	0	.0%	1	100.0%
	Permanent - fixed term contract	2	40.0%	2	40.0%	0	.0%	1	20.0%
	Permanent - indefinite contract	2	16.7%	2	16.7%	6	50.0%	2	16.7%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1	33.3%	1	33.3%	0	.0%	1	33.3%
	Professionals (employed or self employed)	2	25.0%	0	.0%	5	62.5%	1	12.5%
	Clerical employees	1	16.7%	3	50.0%	1	16.7%	1	16.7%
How long have you been with this company?	<3 yrs	1	16.7%	1	16.7%	1	16.7%	3	50.0%
	6+ yrs	3	27.3%	3	27.3%	5	45.5%	0	.0%
How long have you been in the present role?	<3 yrs	1	11.1%	2	22.2%	3	33.3%	3	33.3%
	3 - 6 yrs	1	50.0%	0	.0%	1	50.0%	0	.0%
	6+ yrs	2	33.3%	2	33.3%	2	33.3%	0	.0%
How long have you been in this telework?	<3 yrs	3	27.3%	3	27.3%	4	36.4%	1	9.1%
	3 - 6 yrs	1	20.0%	1	20.0%	1	20.0%	2	40.0%
	6+ yrs	0	.0%	0	.0%	1	100.0%	0	.0%
Do you have employees reporting to you?	Yes	2	28.6%	1	14.3%	3	42.9%	1	14.3%
	No	2	18.2%	3	27.3%	3	27.3%	3	27.3%
Which of the following best describes your role?	Administration	1	20.0%	3	60.0%	0	.0%	1	20.0%
	Customer care	0	.0%	1	100.0%	0	.0%	0	.0%
	Human Resources	1	100.0%	0	.0%	0	.0%	0	.0%
	IT / ITC	1	16.7%	0	.0%	4	66.7%	1	16.7%
	Marketing	1	100.0%	0	.0%	0	.0%	0	.0%
	Others	0	.0%	0	.0%	2	50.0%	2	50.0%

6.2.3 Office Gear

Office gear that was mostly available for participants' use comprised primarily desks, followed by fixed line telephones and mobile phone. Desks, fixed line telephones, filing cabinets and desktop computers were more available at main offices. Moreover, while filing cabinets were more available at main office, laptop computers and mobile phones were more available at home.

No significant differences were observed by respondent or work characteristics.

Table 70 – Office Gear Available Solely for Own Use

	At main Office	At Home	At client locations	At other employer locations	Total	%
Desk	15	17	1	0	33	24.4%
Filing cabinet	11	8	0	0	19	14.1%
Desktop computer	11	9	1	0	21	15.6%
Laptop computer	5	8	1	0	14	10.4%
Fixed line telephone	13	11	2	0	26	19.3%
Mobile phone	8	12	2	0	22	16.3%
Total	63	65	7	0	135	100.0%

	At main Office	At Home	At client locations	At other employer locations
Desk	45.5	51.5	3.0	0.0
Filing cabinet	57.9	42.1	0.0	0.0
Desktop computer	52.4	42.9	4.8	0.0
Laptop computer	35.7	57.1	7.1	0.0
Fixed line telephone	50.0	42.3	7.7	0.0
Mobile phone	36.4	54.5	9.1	0.0
Total	46.7	48.1	5.2	0.0

Figure 25 - Office Gear Available Solely for Own Use

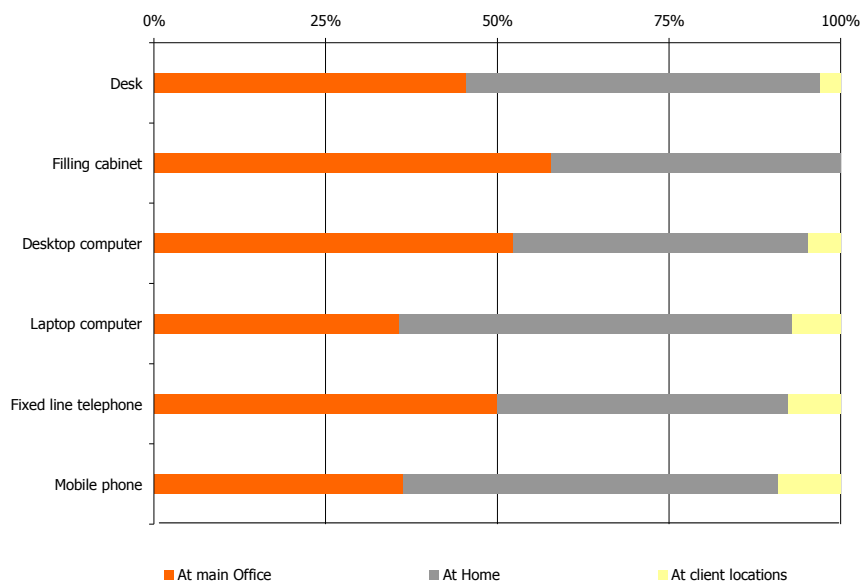


Table 71 – Office Gear Available Solely for Own Use by Respondent Characteristics (Frequency)

		Desk		Filing Cabinet		Desktop Computer		Laptop Computer		Fixed line telephone		Mobile phone						
		N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At client locations)			
Gender	Male	3	4	1	3	3	2	3	0	2	3	0	3	3	0			
	Female	12	13	0	8	5	9	6	1	3	5	1	10	8	2	6	8	2
Age	18-29	4	4	0	4	2	3	2	0	0	2	0	3	2	0	0	1	0
	30-39	9	10	1	5	3	7	5	1	4	5	1	8	6	2	6	8	2
	40-54	2	3	0	2	3	1	2	0	1	1	0	2	3	0	2	3	0
How would you describe your status	Married or living with partner	11	13	1	7	6	9	8	1	4	6	1	10	9	2	7	11	2
	Never married, living with parents	4	4	0	4	2	2	1	0	1	2	0	3	2	0	1	1	1
Do you have caring responsibilities at home	Yes	11	12	1	8	5	8	6	1	5	7	1	10	8	2	8	10	2
	No	2	3	0	2	2	1	1	0	0	1	0	1	1	0	0	1	1
Caring Responsibilities - Kids	Kids - under 2 years	1	2	0	1	0	1	0	1	1	0	1	1	1	1	1	2	0
	Kids - under 5 years	4	4	0	3	1	4	3	0	0	1	1	3	2	1	1	1	2
	Kids - under 16 years	5	5	1	2	2	3	3	0	3	3	0	5	4	0	4	5	0
	Kids - over 16 years	1	1	0	1	1	0	0	0	1	1	0	1	1	0	1	1	0
Caring Responsibilities - Parents	Yes	3	3	0	3	2	2	1	0	2	2	0	2	2	0	2	2	0
	No	12	14	1	8	6	9	8	1	3	6	1	11	9	2	6	10	2
How much time do you spend in domestic work	<1hr	2	3	0	2	2	1	2	0	0	0	0	1	2	0	0	1	0
	1-3 hrs	3	3	1	3	2	2	2	0	2	3	0	3	2	0	2	3	0
	3-5 hrs	2	2	0	2	0	2	0	0	1	2	0	2	2	0	2	2	0
	5-7 hrs	5	5	0	2	3	3	3	0	2	2	1	4	3	1	2	3	2
	>9 hours	2	3	0	1	1	2	2	1	0	0	0	2	2	1	2	3	0
What is the highest level of education you attended	Post secondary & less	8	8	0	4	6	6	7	0	2	3	0	7	7	0	4	7	1
	Diploma (university) & more	7	9	1	7	2	5	2	1	3	5	1	6	4	2	4	5	1

Table 72 – Office Gear Available Solely for Own Use by Respondent Characteristics (% Response)

		Desk		Filing Cabinet		Desktop Computer		Laptop Computer		Fixed line telephone		Mobile phone						
		(At main office)	(At Home)	(At client locations)	(At main office)	(At Home)	(At main office)	(At Home)	(At client locations)	(At main office)	(At Home)	(At client locations)	(At main office)	(At Home)	(At client locations)			
Gender	Male	8.3	11.1	2.8	8.3	8.3	5.6	8.3	0.0	5.6	8.3	0.0	8.3	8.3	0.0	5.6	11.1	0.0
	Female	12.1	13.1	0.0	8.1	5.1	9.1	6.1	1.0	3.0	5.1	1.0	10.1	8.1	2.0	6.1	8.1	2.0
Age	18-29	14.8	14.8	0.0	14.8	7.4	11.1	7.4	0.0	0.0	7.4	0.0	11.1	7.4	0.0	0.0	3.7	0.0
	30-39	10.8	12.0	1.2	6.0	3.6	8.4	6.0	1.2	4.8	6.0	1.2	9.6	7.2	2.4	7.2	9.6	2.4
	40-54	8.0	12.0	0.0	8.0	12.0	4.0	8.0	0.0	4.0	4.0	0.0	8.0	12.0	0.0	8.0	12.0	0.0
How would you describe your status	Married or living with partner	10.2	12.0	0.9	6.5	5.6	8.3	7.4	0.9	3.7	5.6	0.9	9.3	8.3	1.9	6.5	10.2	1.9
	Never married, living with parents	14.8	14.8	0.0	14.8	7.4	7.4	3.7	0.0	3.7	7.4	0.0	11.1	7.4	0.0	3.7	3.7	0.0
Do you have caring responsibilities at home	Yes	10.5	11.4	1.0	7.6	4.8	7.6	5.7	1.0	4.8	6.7	1.0	9.5	7.6	1.9	7.6	9.5	1.9
	No	13.3	20.0	0.0	13.3	13.3	6.7	6.7	0.0	0.0	6.7	0.0	6.7	6.7	0.0	0.0	6.7	0.0
Caring Responsibilities - Kids	Kids - under 2 years	7.1	14.3	0.0	7.1	0.0	7.1	0.0	7.1	7.1	7.1	0.0	7.1	7.1	7.1	7.1	14.3	0.0
	Kids - under 5 years	12.9	12.9	0.0	9.7	3.2	12.9	9.7	0.0	0.0	3.2	3.2	9.7	6.5	3.2	3.2	3.2	6.5
	Kids - under 16 years	11.1	11.1	2.2	4.4	4.4	6.7	6.7	0.0	6.7	6.7	0.0	11.1	8.9	0.0	8.9	11.1	0.0
	Kids - over 16 years	10.0	10.0	0.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0
Caring Responsibilities - Parents	Yes	11.5	11.5	0.0	11.5	7.7	7.7	3.8	0.0	7.7	7.7	0.0	7.7	7.7	0.0	7.7	7.7	0.0
	No	11.0	12.8	0.9	7.3	5.5	8.3	7.3	0.9	2.8	5.5	0.9	10.1	8.3	1.8	5.5	9.2	1.8
How much time do you spend in domestic work	<1hr	12.5	18.8	0.0	12.5	12.5	6.3	12.5	0.0	0.0	0.0	0.0	6.3	12.5	0.0	0.0	6.3	0.0
	1-3 hrs	9.7	9.7	3.2	9.7	6.5	6.5	6.5	0.0	6.5	9.7	0.0	9.7	6.5	0.0	6.5	9.7	0.0
	3-5 hrs	10.5	10.5	0.0	10.5	0.0	10.5	0.0	0.0	5.3	10.5	0.0	10.5	10.5	0.0	10.5	10.5	0.0
	5-7 hrs	12.2	12.2	0.0	4.9	7.3	7.3	7.3	0.0	4.9	4.9	2.4	9.8	7.3	2.4	4.9	7.3	4.9
	>9 hours	9.1	13.6	0.0	4.5	4.5	9.1	9.1	4.5	0.0	0.0	0.0	9.1	9.1	4.5	9.1	13.6	0.0
What is the highest level of education you attended	Post secondary & less	11.4	11.4	0.0	5.7	8.6	8.6	10.0	0.0	2.9	4.3	0.0	10.0	10.0	0.0	5.7	10.0	1.4
	Diploma (university) & more	10.8	13.8	1.5	10.8	3.1	7.7	3.1	1.5	4.6	7.7	1.5	9.2	6.2	3.1	6.2	7.7	1.5

Table 73 – Office Gear Available Solely for Own Use by Work Characteristics (Frequency)

		Desk			Filing Cabinet		Desktop Computer			Laptop Computer		Fixed line telephone			Mobile phone			
		N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At client locations)	N (At main office)	N (At Home)	N (At client locations)			
How can you describe the company	Governement organisation / departament	9	9	0	6	5	7	6	0	2	5	1	9	7	1	5	7	2
	Parastatal company	4	4	1	3	1	3	2	0	2	2	0	3	2	0	2	2	0
	Private company	2	4	0	2	2	1	1	1	1	1	0	1	2	1	1	3	0
What is your present role	Full time	10	12	1	9	4	8	5	1	4	7	1	9	7	2	6	8	1
	Part time	5	5	0	2	4	3	4	0	1	1	0	4	4	0	2	4	1
Basis	Casual	0	1	0	0	1	0	1	0	0	0	0	0	1	0	0	1	0
	Permanent - fixed term contract	5	4	1	2	1	5	3	0	1	2	0	5	2	0	2	3	1
	Permanent - indefinite contract	10	12	0	9	6	6	5	1	4	6	1	8	8	2	6	8	1
Which of the following describes best your level of responsibility	Senior managers/ officials, directors & business owners	3	3	0	3	2	2	1	0	1	1	0	2	2	0	2	2	0
	Professionals (employed or self employed)	5	8	1	4	3	3	3	1	3	5	1	5	5	2	4	7	1
	Clerical employees	6	5	0	3	3	5	5	0	1	1	0	5	4	0	2	3	1
How long have you been with this company?	<3 yrs	4	6	1	3	2	3	3	1	1	1	0	3	3	1	2	4	0
	6+ yrs	10	10	0	7	6	7	6	0	4	6	1	9	8	1	6	8	2
How long have you been in the present role?	<3 yrs	7	9	1	6	4	4	4	1	3	4	0	6	6	1	5	7	0
	3 - 6 yrs	2	1	0	0	0	1	1	0	1	1	0	2	1	0	1	1	1
	6+ yrs	5	6	0	4	4	5	4	0	1	2	1	4	4	1	2	4	1
How long have you been in this telework?	<3 yrs	10	10	0	7	5	9	8	0	2	4	1	9	8	1	5	7	2
	3 - 6 yrs	4	5	1	3	3	1	1	0	3	3	0	3	3	0	3	4	0
	6+ yrs	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0
Do you have employees reporting to you?	Yes	7	7	1	6	3	4	2	0	4	5	0	6	5	0	6	6	0
	No	8	10	0	5	5	7	7	1	1	3	1	7	6	2	2	6	2
Which of the following best describes your role?	Administration	5	5	1	4	3	4	3	0	2	2	0	5	4	0	3	4	0
	Customer care	1	1	0	0	0	1	1	0	0	0	0	1	1	0	1	1	0
	Human Resources	1	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	1
	IT / ITC	5	6	0	4	2	3	2	0	2	5	1	5	4	1	3	4	1
	Marketing	1	1	0	1	0	1	0	0	1	1	0	1	1	0	1	1	0
	Others	2	4	0	2	3	1	2	1	0	0	0	0	1	1	0	2	0

Table 74 – Office Gear Available Solely for Own Use by Work Characteristics (% Response)

		Desk		Filing Cabinet		Desktop Computer		Laptop Computer		Fixed line telephone		Mobile phone						
		(At main office) %	(At Home) %	(At client locations) %	(At main office) %	(At Home) %	(At main office) %	(At Home) %	(At client locations) %	(At main office) %	(At Home) %	(At client locations) %	(At main office) %	(At Home) %	(At client locations) %			
How can you describe the company	Goverment organisation / departament	11.1	11.1	0.0	7.4	6.2	8.6	7.4	0.0	2.5	6.2	1.2	11.1	8.6	1.2	6.2	8.6	2.5
	Parastatal company	12.9	12.9	3.2	9.7	3.2	9.7	6.5	0.0	6.5	6.5	0.0	9.7	6.5	0.0	6.5	6.5	0.0
	Private company	8.7	17.4	0.0	8.7	8.7	4.3	4.3	4.3	4.3	4.3	0.0	4.3	8.7	4.3	4.3	13.0	0.0
What is your present role	Full time	10.5	12.6	1.1	9.5	4.2	8.4	5.3	1.1	4.2	7.4	1.1	9.5	7.4	2.1	6.3	8.4	1.1
	Part time	12.5	12.5	0.0	5.0	10.0	7.5	10.0	0.0	2.5	2.5	0.0	10.0	10.0	0.0	5.0	10.0	2.5
Basis	Casual	0.0	20.0	0.0	0.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	20.0	0.0	0.0	20.0	0.0
	Permanent - fixed term contract	13.5	10.8	2.7	5.4	2.7	13.5	8.1	0.0	2.7	5.4	0.0	13.5	5.4	0.0	5.4	8.1	2.7
	Permanent - indefinite contract	10.8	12.9	0.0	9.7	6.5	6.5	5.4	1.1	4.3	6.5	1.1	8.6	8.6	2.2	6.5	8.6	1.1
Which of the following describes best your level of responsibility	Senior managers/ officials, directors & business owners	12.5	12.5	0.0	12.5	8.3	8.3	4.2	0.0	4.2	4.2	0.0	8.3	8.3	0.0	8.3	8.3	0.0
	Professionals (employed or self employed)	8.2	13.1	1.6	6.6	4.9	4.9	4.9	1.6	4.9	8.2	1.6	8.2	8.2	3.3	6.6	11.5	1.6
	Clerical employees	13.6	11.4	0.0	6.8	6.8	11.4	11.4	0.0	2.3	2.3	0.0	11.4	9.1	0.0	4.5	6.8	2.3
How long have you been with this company?	<3 yrs	10.5	15.8	2.6	7.9	5.3	7.9	7.9	2.6	2.6	2.6	0.0	7.9	7.9	2.6	5.3	10.5	0.0
	6+ yrs	11.0	11.0	0.0	7.7	6.6	7.7	6.6	0.0	4.4	6.6	1.1	9.9	8.8	1.1	6.6	8.8	2.2
	<3 yrs	10.3	13.2	1.5	8.8	5.9	5.9	5.9	1.5	4.4	5.9	0.0	8.8	8.8	1.5	7.4	10.3	0.0
How long have you been in the present role?	3 - 6 yrs	15.4	7.7	0.0	0.0	0.0	7.7	7.7	0.0	7.7	7.7	0.0	15.4	7.7	0.0	7.7	7.7	7.7
	6+ yrs	10.4	12.5	0.0	8.3	8.3	10.4	8.3	0.0	2.1	4.2	2.1	8.3	8.3	2.1	4.2	8.3	2.1
	<3 yrs	11.4	11.4	0.0	8.0	5.7	10.2	9.1	0.0	2.3	4.5	1.1	10.2	9.1	1.1	5.7	8.0	2.3
How long have you been in this telework?	3 - 6 yrs	10.8	13.5	2.7	8.1	8.1	2.7	2.7	0.0	8.1	8.1	0.0	8.1	8.1	0.0	8.1	10.8	0.0
	6+ yrs	0.0	25.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	25.0	0.0
	<3 yrs	11.4	11.4	0.0	8.0	5.7	10.2	9.1	0.0	2.3	4.5	1.1	10.2	9.1	1.1	5.7	8.0	2.3
Do you have employees reporting to you?	Yes	11.3	11.3	1.6	9.7	4.8	6.5	3.2	0.0	6.5	8.1	0.0	9.7	8.1	0.0	9.7	9.7	0.0
	No	11.0	13.7	0.0	6.8	6.8	9.6	9.6	1.4	1.4	4.1	1.4	9.6	8.2	2.7	2.7	8.2	2.7
	<3 yrs	11.4	11.4	0.0	8.0	5.7	10.2	9.1	0.0	2.3	4.5	1.1	10.2	9.1	1.1	5.7	8.0	2.3
Which of the following best describes your role?	Administration	11.1	11.1	2.2	8.9	6.7	8.9	6.7	0.0	4.4	4.4	0.0	11.1	8.9	0.0	6.7	8.9	0.0
	Customer care	12.5	12.5	0.0	0.0	0.0	12.5	12.5	0.0	0.0	0.0	0.0	12.5	12.5	0.0	12.5	12.5	0.0
	Human Resources	20.0	0.0	0.0	0.0	0.0	20.0	20.0	0.0	0.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	20.0
	IT / ITC	10.4	12.5	0.0	8.3	4.2	6.3	4.2	0.0	4.2	10.4	2.1	10.4	8.3	2.1	6.3	8.3	2.1
	Marketing	10.0	10.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0
	Others	10.5	21.1	0.0	10.5	15.8	5.3	10.5	5.3	0.0	0.0	0.0	0.0	5.3	5.3	0.0	10.5	0.0

6.2.4 Facilities Available for Teleworkers

All research participants declared not to share a desk before engaging in telework (except for one participant who shared a desk in her present job).

Table 75 – Sharing of a Desk in Present Job

		Frequency	Valid Percent
Valid	Yes	1	5.9
	No	16	94.1
	Total	17	100.0



Table 76 – Sharing of a Desk in Present Job by Respondent Characteristics

		Did you share a desk in your present job?			
		Yes		No	
		Count	Row N %	Count	Row N %
Gender	Male	0	.0%	4	100.0%
	Female	1	7.7%	12	92.3%
Age	18-29	0	.0%	4	100.0%
	30-39	1	10.0%	9	90.0%
	40-54	0	.0%	3	100.0%
How would you describe your status	Married or living with partner	1	7.7%	12	92.3%
	Never married, living with parents	0	.0%	4	100.0%
Do you have caring responsibilities at home	Yes	1	7.7%	12	92.3%
	No	0	.0%	3	100.0%
Caring Responsibilities - Kids	Kids - under 2 years	0	.0%	2	100.0%
	Kids - under 5 years	0	.0%	5	100.0%
	Kids - under 16 years	1	25.0%	3	75.0%
	Kids - over 16 years	0	.0%	1	100.0%
Caring Responsibilities - Parents	Yes	0	.0%	3	100.0%
	No	1	7.1%	13	92.9%
How much time do you spend in domestic work	<1hr	0	.0%	3	100.0%
	1-3 hrs	0	.0%	3	100.0%
	3-5 hrs	0	.0%	2	100.0%
	5-7 hrs	0	.0%	5	100.0%
	>9 hours	1	33.3%	2	66.7%
What is the highest level of education you attended	Post secondary & less	1	12.5%	7	87.5%
	Diploma (university) & more	0	.0%	9	100.0%

Table 77 – Sharing of a Desk in Present Job by Work Characteristics

		Did you share a desk in your present job?			
		Yes		No	
		Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / departament	1	11.1%	8	88.9%
	Parastatal company	0	.0%	4	100.0%
	Private company	0	.0%	4	100.0%
What is your present role	Full time	1	8.3%	11	91.7%
	Part time	0	.0%	5	100.0%
Basis	Casual	0	.0%	1	100.0%
	Permanent - fixed term contract	1	25.0%	3	75.0%
	Permanent - indefinite contract	0	.0%	12	100.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	0	.0%	3	100.0%
	Professionals (employed or self employed)	0	.0%	8	100.0%
	Clerical employees	1	20.0%	4	80.0%
How long have you been with this company?	<3 yrs	1	16.7%	5	83.3%
	6+ yrs	0	.0%	10	100.0%
How long have you been in the present role?	<3 yrs	1	11.1%	8	88.9%
	3 - 6 yrs	0	.0%	2	100.0%
	6+ yrs	0	.0%	5	100.0%
How long have you been in this telework?	<3 yrs	1	10.0%	9	90.0%
	3 - 6 yrs	0	.0%	5	100.0%
	6+ yrs	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	0	.0%	7	100.0%
	No	1	10.0%	9	90.0%
Which of the following best describes your role?	Administration	0	.0%	4	100.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	0	.0%	1	100.0%
	IT / ITC	0	.0%	6	100.0%
	Marketing	0	.0%	1	100.0%
	Others	0	.0%	4	100.0%

6.2.5 Technologies Used by Teleworkers

Fixed line telephony was the technology mostly used by teleworkers, followed by Internet, mobile phones and organisational intranet. Moreover;

- male participants showed a marginally higher inclination towards the use of mobile phones and laptop/portable PCs, while a higher use of Internet from female participants was observed,
- full-time teleworkers showed a higher use of portable PCs and organisational intranet, while part timers showed a higher use of fixed line telephone and desktop PCs.

Table 78 – Technologies Used for Telework

	Frequency	Valid Percent
Fixed line telephone	16	18.8
Internet - phone line connection	5	5.9
Mobile phone	14	16.5
Internet - Broadband connection	15	17.6
Desktop PC	9	10.6
Internet - Mobile phone connection	0	0.0
Laptop/ portable PC	10	11.8
Organisational Intranet	13	15.3
PDA	2	2.4
Others	1	1.2
Total	85	100.0

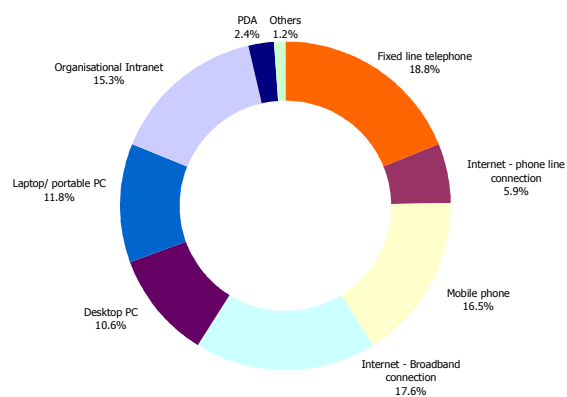


Table 79 – Technologies Used for Telework by Respondent Characteristics

		Fixed line telephone		Internet - phone line connection		Mobile phone		Internet - Broadband connection		Desktop PC		Laptop/ portable PC		Organisational Intranet		PDA		Others	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Gender	Male	4	19.0	0	0.0	4	19.0	3	14.3	3	14.3	3	14.3	3	14.3	1	4.8	0	0.0
	Female	12	18.8	5	7.8	10	15.6	12	18.8	6	9.4	7	10.9	10	15.6	1	1.6	1	0.0
Age	18-29	4	22.2	0	0.0	2	11.1	3	16.7	3	16.7	3	16.7	2	11.1	0	0.0	1	0.1
	30-39	10	18.5	4	7.4	9	16.7	9	16.7	4	7.4	6	11.1	10	18.5	2	3.7	0	0.0
	40-54	2	15.4	1	7.7	3	23.1	3	23.1	2	15.4	1	7.7	1	7.7	0	0.0	0	0.0
How would you describe your status	Married or living with partner	13	19.1	5	7.4	12	17.6	11	16.2	7	10.3	7	10.3	11	16.2	2	2.9	0	0.0
	Never married, living with parents	3	17.6	0	0.0	2	11.8	4	23.5	2	11.8	3	17.6	2	11.8	0	0.0	1	0.1
Do you have caring responsibilities at home	Yes	11	17.2	4	6.3	12	18.8	11	17.2	5	7.8	8	12.5	11	17.2	2	3.1	0	0.0
	No	3	25.0	0	0.0	2	16.7	3	25.0	2	16.7	2	16.7	0	0.0	0	0.0	0	0.0
Caring Responsibilities - Kids	Kids - under 2 years	2	16.7	1	8.3	2	16.7	2	16.7	1	8.3	1	8.3	2	16.7	1	8.3	0	0.0
	Kids - under 5 years	4	18.2	1	4.5	3	13.6	5	22.7	2	9.1	2	9.1	4	18.2	0	0.0	1	0.0
	Kids - under 16 years	5	20.0	2	8.0	4	16.0	3	12.0	2	8.0	3	12.0	5	20.0	1	4.0	0	0.0
	Kids - over 16 years	0	0.0	0	0.0	1	25.0	1	25.0	0	0.0	1	25.0	1	25.0	0	0.0	0	0.0
Caring Responsibilities - Parents	Yes	1	9.1	0	0.0	2	18.2	3	27.3	0	0.0	2	18.2	2	18.2	1	9.1	0	0.0
	No	15	20.3	5	6.8	12	16.2	12	16.2	9	12.2	8	10.8	11	14.9	1	1.4	1	0.0
How much time do you spend in domestic work	<1hr	3	23.1	0	0.0	2	15.4	3	23.1	2	15.4	1	7.7	1	7.7	0	0.0	1	0.1
	1-3 hrs	3	17.6	0	0.0	3	17.6	2	11.8	2	11.8	3	17.6	3	17.6	1	5.9	0	0.0
	3-5 hrs	2	18.2	0	0.0	2	18.2	2	18.2	0	0.0	2	18.2	2	18.2	1	9.1	0	0.0
	5-7 hrs	4	16.0	2	8.0	4	16.0	5	20.0	2	8.0	3	12.0	5	20.0	0	0.0	0	0.0
	>9 hours	3	20.0	3	20.0	3	20.0	2	13.3	2	13.3	0	0.0	2	13.3	0	0.0	0	0.0
What is the highest level of education you attended	Post secondary & less	7	18.9	3	8.1	7	18.9	6	16.2	5	13.5	3	8.1	6	16.2	0	0.0	0	0.0
	Diploma (university) & more	9	18.8	2	4.2	7	14.6	9	18.8	4	8.3	7	14.6	7	14.6	2	4.2	1	0.0

Table 80 – Technologies Used for Telework by Work Characteristics

		Fixed line telephone		Internet - phone line connection		Mobile phone		Internet - Broadband connection		Desktop PC		Laptop/ portable PC		Organisational Intranet		PDA		Others	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
How can you describe the company	Governemnt organisation / departament	9	18.8	4	8.3	8	16.7	7	14.6	5	10.4	6	12.5	8	16.7	1	2.1	0	0.0
	Parastatal company	3	17.6	0	0.0	2	11.8	4	23.5	2	11.8	2	11.8	3	17.6	0	0.0	1	0.1
	Private company	4	20.0	1	5.0	4	20.0	4	20.0	2	10.0	2	10.0	2	10.0	1	5.0	0	0.0
What is your present role	Full time	10	17.2	3	5.2	9	15.5	10	17.2	5	8.6	8	13.8	10	17.2	2	3.4	1	0.0
	Part time	6	22.2	2	7.4	5	18.5	5	18.5	4	14.8	2	7.4	3	11.1	0	0.0	0	0.0
Basis	Casual	1	25.0	0	0.0	1	25.0	1	25.0	1	25.0	0	0.0	0	0.0	0	0.0	0	0.0
	Permanent - fixed term contract	5	21.7	2	8.7	3	13.0	3	13.0	4	17.4	2	8.7	4	17.4	0	0.0	0	0.0
	Permanent - indefinite contract	10	17.2	3	5.2	10	17.2	11	19.0	4	6.9	8	13.8	9	15.5	2	3.4	1	0.0
Which of the following describes best your level of responsibility	Senior managers/ officials, directors & business owne	3	20.0	1	6.7	3	20.0	3	20.0	1	6.7	2	13.3	1	6.7	1	6.7	0	0.0
	Professionals (employed or self employed)	8	18.6	2	4.7	8	18.6	7	16.3	4	9.3	6	14.0	7	16.3	1	2.3	0	0.0
	Clerical employees	4	17.4	2	8.7	3	13.0	4	17.4	3	13.0	1	4.3	5	21.7	0	0.0	1	0.0
How long have you been with this company?	<3 yrs	6	20.7	2	6.9	5	17.2	5	17.2	4	13.8	2	6.9	4	13.8	0	0.0	1	0.0
	6+ yrs	9	17.3	3	5.8	9	17.3	9	17.3	4	7.7	7	13.5	9	17.3	2	3.8	0	0.0
How long have you been in the present role?	<3 yrs	8	18.2	2	4.5	8	18.2	8	18.2	4	9.1	5	11.4	7	15.9	1	2.3	1	0.0
	3 - 6 yrs	2	20.0	0	0.0	2	20.0	2	20.0	1	10.0	1	10.0	2	20.0	0	0.0	0	0.0
	6+ yrs	5	18.5	3	11.1	4	14.8	4	14.8	3	11.1	3	11.1	4	14.8	1	3.7	0	0.0
How long have you been in this telework?	<3 yrs	10	19.2	4	7.7	8	15.4	8	15.4	5	9.6	5	9.6	9	17.3	2	3.8	1	0.0
	3 - 6 yrs	4	17.4	0	0.0	5	21.7	5	21.7	2	8.7	4	17.4	3	13.0	0	0.0	0	0.0
	6+ yrs	1	16.7	1	16.7	1	16.7	1	16.7	1	16.7	0	0.0	1	16.7	0	0.0	0	0.0
Do you have employees reporting to you?	Yes	7	18.9	1	2.7	7	18.9	7	18.9	2	5.4	6	16.2	5	13.5	2	5.4	0	0.0
	No	9	18.8	4	8.3	7	14.6	8	16.7	7	14.6	4	8.3	8	16.7	0	0.0	1	0.0
Which of the following best describes your role?	Administration	4	16.7	2	8.3	3	12.5	4	16.7	4	16.7	2	8.3	4	16.7	0	0.0	1	0.0
	Customer care	1	25.0	1	25.0	1	25.0	0	0.0	0	0.0	0	0.0	1	25.0	0	0.0	0	0.0
	Human Resources	1	20.0	0	0.0	1	20.0	1	20.0	1	20.0	0	0.0	1	20.0	0	0.0	0	0.0
	IT / ITC	6	19.4	1	3.2	5	16.1	5	16.1	2	6.5	6	19.4	5	16.1	1	3.2	0	0.0
	Marketing	1	16.7	0	0.0	1	16.7	1	16.7	0	0.0	1	16.7	1	16.7	1	16.7	0	0.0
	Others	3	20.0	1	6.7	3	20.0	4	26.7	2	13.3	1	6.7	1	6.7	0	0.0	0	0.0

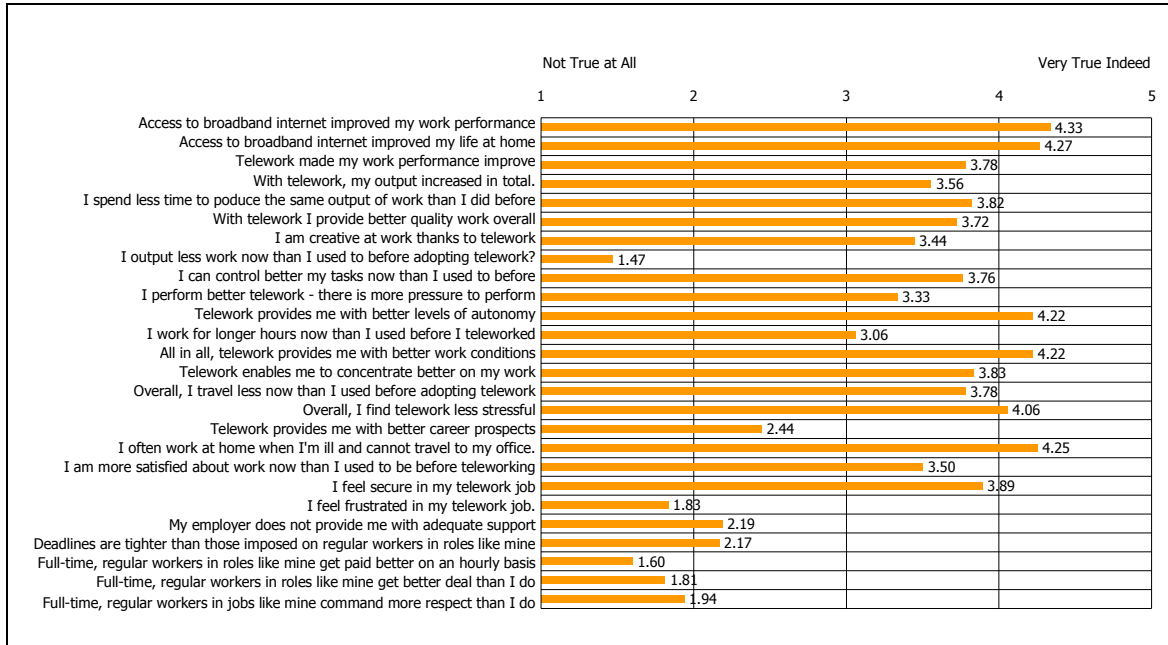
6.3 Impact of Telework

In considering their life and work before engaging in telework and after they started working in such an arrangement, teleworkers (Table 81 and Figure 26) believed that telework led to a net improvement of their life at both home and work. Moreover, they also attributed telework as a possibility to work at home when ill and cannot travel to the office, while claiming overall better work conditions and levels of autonomy provided by telework. Conversely, teleworkers disagreed with statements relating to declined output following the adoption of telework and that full-time, regular workers in similar jobs command more respect, get a better deal or that they are paid better on an hourly basis than they do.

Table 81 – Impact of Telework on Life

	N	Minimum (Not true at all)	Maximum (Very true indeed)	Mean	Std. Deviation
Access to broadband internet improved my work performance	15	3	5	4.33	.724
Access to broadband internet improved my life at home	15	1	5	4.27	1.100
Telework made my work performance improve	18	1	5	3.78	1.060
With telework, my output increased in total.	18	1	5	3.56	.984
I spend less time to produce the same output of work than I did before	17	1	5	3.82	1.237
With telework I provide better quality work overall	18	2	5	3.72	.895
I am creative at work thanks to telework	18	2	5	3.44	.922
I output less work now than I used to before adopting telework?	17	1	4	1.47	.943
I can control better my tasks now than I used to before	17	2	5	3.76	1.147
I perform better telework - there is more pressure to perform	18	1	5	3.33	1.029
Telework provides me with better levels of autonomy	18	3	5	4.22	.808
I work for longer hours now than I used before I teleworked	17	1	5	3.06	1.298
All in all, telework provides me with better work conditions	18	3	5	4.22	.808
Telework enables me to concentrate better on my work	18	2	5	3.83	.857
Overall, I travel less now than I used before adopting telework	18	1	5	3.78	1.353
Overall, I find telework less stressful	18	1	5	4.06	.998
Telework provides me with better career prospects	18	1	4	2.44	.984
I often work at home when I'm ill and cannot travel to my office.	16	2	5	4.25	1.065
I am more satisfied about work now than I used to be before teleworking	18	2	5	3.50	1.043
I feel secure in my telework job	18	2	5	3.89	1.231
I feel frustrated in my telework job.	18	1	5	1.83	1.295
My employer does not provide me with adequate support	16	1	5	2.19	1.721
Deadlines are tighter than those imposed on regular workers in roles like mine	18	1	5	2.17	1.295
Full-time, regular workers in roles like mine get paid better on an hourly basis	15	1	4	1.60	.910
Full-time, regular workers in roles like mine get better deal than I do	16	1	4	1.81	1.109
Full-time, regular workers in jobs like mine command more respect than I do	16	1	5	1.94	1.289

Figure 26– Impact of Telework on Life



6.3.1 Ill Health & Telework

A total of 11 teleworkers declared not to have been ill during the month prior to the interview, while another 6 participants were ill and could not go to their work/office yet worked at home. These included a participant that was ill for 1 day, 2 participants that were ill for 2 days, 2 participants that were ill for 4 days, while another was ill for 10 days.

Table 82 – Ill Health & Work at Home

		Frequency	Valid Percent
Valid	None	11	64.7
	Yes	6	35.3
	Total	17	100.0

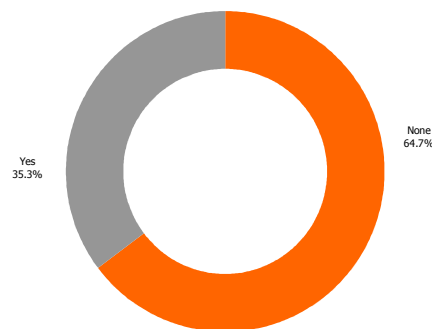


Table 83 – III Health & Work at Home by Respondent Characteristics

		During the past 30 days, how often were you ill, could not go to your work/office yet you worked at home?			
		None		Yes	
		Count	Row N %	Count	Row N %
Gender	Male	3	75.0%	1	25.0%
	Female	8	61.5%	5	38.5%
Age	18-29	2	50.0%	2	50.0%
	30-39	7	70.0%	3	30.0%
	40-54	2	66.7%	1	33.3%
How would you describe your status	Married or living with partner	9	69.2%	4	30.8%
	Never married, living with parents	2	50.0%	2	50.0%
Do you have caring responsibilities at home	Yes	8	66.7%	4	33.3%
	No	1	33.3%	2	66.7%
Caring Responsibilities - Kids	Kids - under 2 years	1	50.0%	1	50.0%
	Kids - under 5 years	3	75.0%	1	25.0%
	Kids - under 16 years	4	80.0%	1	20.0%
	Kids - over 16 years	1	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	2	66.7%	1	33.3%
	No	9	64.3%	5	35.7%
How much time do you spend in domestic work	<1hr	2	66.7%	1	33.3%
	1-3 hrs	2	66.7%	1	33.3%
	3-5 hrs	2	100.0%	0	.0%
	5-7 hrs	4	80.0%	1	20.0%
	>9 hours	1	33.3%	2	66.7%
What is the highest level of education you attended	Post secondary & less	7	77.8%	2	22.2%
	Diploma (university) & more	4	50.0%	4	50.0%

Table 84 – III Health & Work at Home by Work Characteristics

		During the past 30 days, how often were you ill, could not go to your work/office yet you worked at home?			
		None		Yes	
		Count	Row N %	Count	Row N %
How can you describe the company	Goverment organisation / departament	6	66.7%	3	33.3%
	Parastatal company	3	75.0%	1	25.0%
	Private company	2	50.0%	2	50.0%
What is your present role	Full time	7	63.6%	4	36.4%
	Part time	4	66.7%	2	33.3%
Basis	Casual	1	100.0%	0	.0%
	Permanent - fixed term contract	4	80.0%	1	20.0%
	Permanent - indefinite contract	6	54.5%	5	45.5%
How long have you been with this company?	<3 yrs	4	66.7%	2	33.3%
	6+ yrs	7	70.0%	3	30.0%
How long have you been in the present role?	<3 yrs	6	66.7%	3	33.3%
	3 - 6 yrs	2	100.0%	0	.0%
	6+ yrs	3	60.0%	2	40.0%
How long have you been in this telework?	<3 yrs	7	70.0%	3	30.0%
	3 - 6 yrs	4	80.0%	1	20.0%
	6+ yrs	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	4	57.1%	3	42.9%
	No	7	70.0%	3	30.0%
Which of the following best describes your role?	Administration	4	80.0%	1	20.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	3	60.0%	2	40.0%
	Marketing	1	100.0%	0	.0%
	Others	1	25.0%	3	75.0%

6.3.2 Influence of Telework

Teleworkers mostly agreed that their form of work enabled them to stay in the position they held and to stay with their employer. Conversely, telework was not the reason for joining their employer or that it enabled them to move to their position. Moreover, participants who;

- did not have caring responsibilities at home agreed that telework had enabled them to join their employer, while those having caring responsibilities did not. Similarly, part time workers rather agreed unlike full-time workers, as participants in senior managerial positions did, when compared to their counterparts.
- spent more than 3 hours in domestic work showed a strong agreement towards the ability to stay in their position due to telework. Conversely, those that devoted less time in domestic work showed a certain disagreement in this regard,
- worked for a parastatal company did not agree that telework enables them to stay with their employer, unlike participants employed in governmental or private organisations.

Table 85 – Influence of Telework on Career

	N	Minimum (Completely disagree)	Maximum (Completely agree)	Mean	Std. Deviation
Thanks to telework I joined this employer	9	1	4	1.44	1.014
Thanks to telework I can stay with this employer	13	1	5	3.54	1.561
Thanks to telework I moved to this position.	9	1	4	1.44	1.014
Thanks to telework I can stay in this position.	16	1	5	3.69	1.448

Figure 27– Influence of Telework on Career

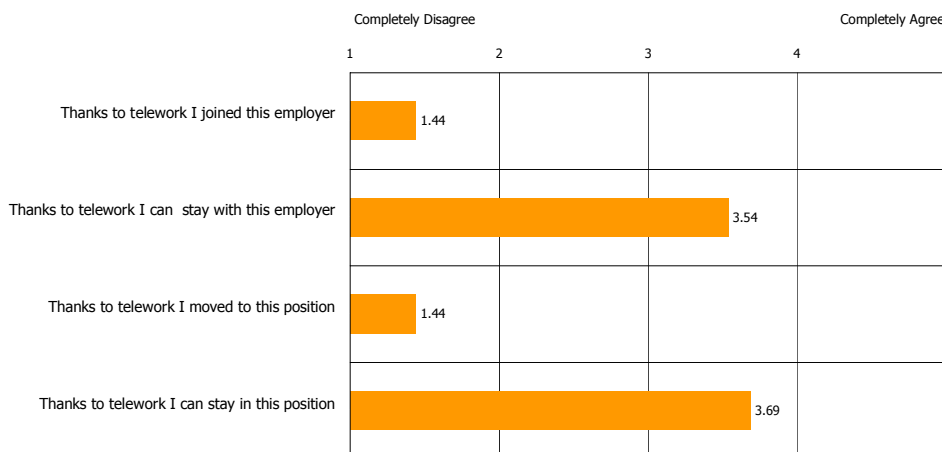


Table 86 – Influence of Telework on Career by Respondent Characteristics

		Thanks to telework I joined this employer	Thanks to telework I can stay with this employer	Thanks to telework I moved to this position.	Thanks to telework I can stay in this position.
		Mean	Mean	Mean	Mean
Gender	Male	1.00	2.50	2.50	2.67
	Female	1.57	3.73	1.14	3.92
Age	18-29	2.50	2.67	1.00	2.33
	30-39	1.14	3.80	1.57	3.82
	40-54	.	.	.	5.00
How would you describe your status	Married or living with partner	1.14	3.80	1.57	3.92
	Never married, living with parents	2.50	2.67	1.00	3.00
Do you have caring responsibilities at home	Yes	1.14	3.78	1.57	3.91
	No	4.00	3.50	1.00	3.67
Caring Responsibilities - Kids	Kids - under 2 years	1.00	5.00	1.00	5.00
	Kids - under 5 years	1.00	3.20	1.00	3.60
	Kids - under 16 years	1.33	3.25	2.33	3.00
	Kids - over 16 years	.	.	.	5.00
Caring Responsibilities - Parents	Yes	1.00	3.00	1.00	5.00
	No	1.50	3.64	1.50	3.38
How much time do you spend in domestic work	<1hr	2.50	2.50	1.00	2.67
	1-3 hrs	1.00	2.50	2.50	1.50
	3-5 hrs	1.00	5.00	1.00	4.50
	5-7 hrs	1.33	3.60	1.33	4.17
	>9 hours	1.00	5.00	1.00	5.00
What is the highest level of education you attended	Post secondary & less	1.50	3.25	1.50	4.43
	Diploma (university) & more	1.43	3.67	1.43	3.11

Table 87 – Influence of Telework on Career by Work Characteristics

		Thanks to telework I joined this employer	Thanks to telework I can stay with this employer	Thanks to telework I moved to this position.	Thanks to telework I can stay in this position.
		Mean	Mean	Mean	Mean
How can you describe the company	Goverment organisation / departament	1.00	4.17	2.00	4.00
	Parastatal company	1.25	1.75	1.25	2.50
	Private company	2.50	4.67	1.00	4.25
What is your present role	Full time	1.00	3.33	1.43	3.73
	Part time	3.00	4.00	1.50	3.60
Basis	Casual	.	.	.	5.00
	Permanent - fixed term contract	1.00	3.00	1.00	3.60
	Permanent - indefinite contract	1.50	3.78	1.50	3.60
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	4.00	4.50	1.00	3.50
	Professionals (employed or self employed)	1.17	4.00	1.67	3.43
	Clerical employees	1.00	2.50	1.00	4.00
How long have you been with this company?	<3 yrs	1.75	2.75	1.00	3.17
	6+ yrs	1.20	4.00	1.80	4.00
How long have you been in the present role?	<3 yrs	1.50	3.33	1.50	3.33
	3 - 6 yrs	2.00	4.00	2.00	3.50
	6+ yrs	1.00	3.75	1.00	4.50
How long have you been in this telework?	<3 yrs	1.00	3.63	1.60	3.78
	3 - 6 yrs	2.33	3.00	1.33	3.20
	6+ yrs	1.00	5.00	1.00	5.00
Do you have employees reporting to you?	Yes	1.80	3.83	1.80	2.83
	No	1.00	3.29	1.00	4.20
Which of the following best describes your role?	Administration	1.00	2.00	1.00	2.75
	Customer care	.	.	.	5.00
	Human Resources	.	4.00	.	4.00
	IT / ITC	1.25	4.20	2.00	3.40
	Marketing	.	5.00	.	5.00
	Others	2.00	3.33	1.00	4.25

Most teleworkers experienced an increase in service costs and utility costs, together with marginal increase in costs related to residence upkeep and cash in hand. Contrastingly, participants also experienced a decline in travelling costs together with a marginal decrease in costs related to care to children and adults. Moreover, analysis showed that:

- service costs were mainly seen to increase among participants aged 30 years and over and married participants, unlike younger groups and those living with parents who showed a slight decrease,
- utility costs were mainly seen to increase among participants in governmental organisations,
- residence upkeep costs decreased according to participants employed for more than 6 years with their company. Moreover, participants with caring responsibilities at home experienced a higher increase in residence costs than other teleworker groups.
- travelling costs were considered to be higher among respondents who do not have employees reporting to them.

Table 88 – Influence of Telework on Personal Finances

	N	Minimum (Strong decline)	Maximum (Strong increase)	Mean	Std. Deviation
Cash in hand	14	-2	2	.36	1.082
Travelling costs (fuel, public transport)	16	-2	1	-.94	1.063
Costs related to care to children	12	-2	2	-.25	1.215
Costs related to care to adults	6	-2	0	-.33	.816
Residence costs (upkeep & maintenance)	14	-2	2	.36	1.008
Utility costs (water & maintenance)	15	0	2	.73	.884
Service costs (telephone and internet)	16	-2	2	.75	1.125

Figure 28– Influence of Telework on Personal Finances

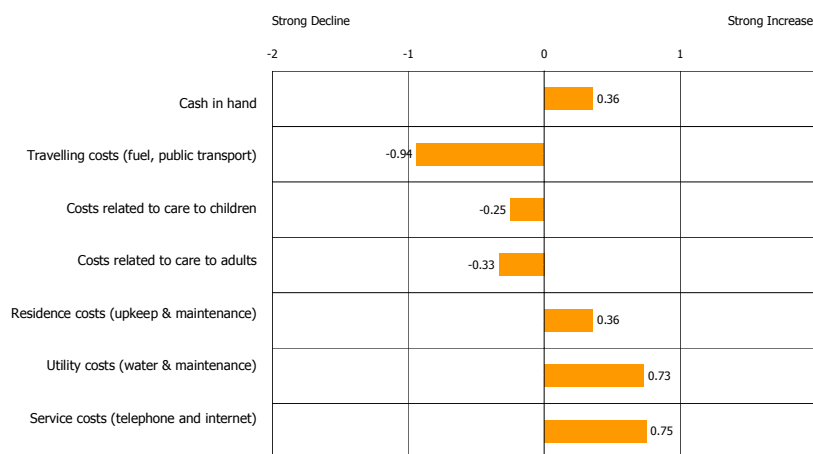


Table 89 – Influence of Telework on Personal Finances by Respondent Characteristics

		Cash in hand	Travelling costs (fuel, public transport)	Costs related to care to children	Costs related to care to adults	Residence costs (upkeep & maintenance)	Utility costs (water & maintenance)	Service costs (telephone and internet)
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	.33	-.67	.50	.00	.67	.75	.50
	Female	.36	-1.00	-.40	-.50	.27	.73	.83
Age	18-29	1.00	-.50	.	.	-.50	.33	-.50
	30-39	.00	-1.09	-.27	-.40	.50	1.00	1.10
	40-54	1.00	-1.00	.00	.00	.50	.00	1.50
How would you describe your status	Married or living with partner	.18	-1.00	-.25	-.33	.50	.85	1.08
	Never married, living with parents	1.00	-.67	.	.	-.50	.00	-.67
Do you have caring responsibilities at home	Yes	.00	-.92	-.09	-.33	.40	.91	1.00
	No	1.33	-.50	.	.	.00	.00	-.33
Caring Responsibilities - Kids	Kids - under 2 years	-1.00	-.50	.00	.00	-2.00	.00	.00
	Kids - under 5 years	1.00	-1.40	-.75	-2.00	.60	1.00	.80
	Kids - under 16 years	-.25	-1.00	.00	.00	.80	1.00	1.40
	Kids - over 16 years
Caring Responsibilities - Parents	Yes	1.00	-.50	-1.00	-1.00	1.00	.00	.00
	No	.25	-1.00	-.10	.00	.31	.79	.80
How much time do you spend in domestic work	<1hr	1.33	.00	.	.	.50	.00	-.33
	1-3 hrs	-.50	-.67	.50	.00	.50	1.00	.33
	3-5 hrs	.50	.00	-.50	.00	.00	1.00	1.00
	5-7 hrs	.67	-1.40	-1.00	-2.00	.80	1.00	1.40
	>9 hours	-.67	-1.33	.67	.00	.00	.67	1.33
What is the highest level of education you attended	Post secondary & less	.80	-1.00	-.33	-.67	.86	.75	1.25
	Diploma (university) & more	.11	-.89	-.17	.00	-.14	.71	.25

Table 90 – Influence of Telework on Personal Finances by Work Characteristics

		Cash in hand	Travelling costs (fuel, public transport)	Costs related to care to children	Costs related to care to adults	Residence costs (upkeep & maintenance)	Utility costs (water & maintenance)	Service costs (telephone and internet)
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Governemnt organisation / departament	.17	-1.33	.00	.00	.63	1.22	1.22
	Parastatal company	.75	-.75	-1.00	-1.00	.25	.00	.50
	Private company	.25	.00	.00	.00	-.50	.00	-.33
What is your present role	Full time	.20	-1.09	-.13	-.40	.22	.80	.60
	Part time	.75	-.60	-.50	.00	.60	.60	1.00
Basis	Casual	2.00	.	.	.	1.00	.00	1.00
	Permanent - fixed term contract	.33	-1.20	.25	.00	.60	1.00	1.00
	Permanent - indefinite contract	.20	-.82	-.50	-.50	.13	.67	.60
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	.33	.33	.00	.00	.00	.00	.00
	Professionals (employed or self employed)	.00	-1.00	-.33	.00	.14	.75	.88
	Clerical employees	1.00	-1.40	-.25	-1.00	1.00	1.00	1.00
How long have you been with this company?	<3 yrs	.33	-.60	.67	.00	.20	.40	.17
	6+ yrs	.29	-1.00	-.56	-.50	.63	1.00	1.22
How long have you been in the present role?	<3 yrs	.25	-.86	.40	.00	.29	.71	.38
	3 - 6 yrs	.00	-.50	.00	.	.50	1.00	1.50
	6+ yrs	.50	-1.00	-1.00	-.67	.75	.80	1.20
How long have you been in this telework?	<3 yrs	.38	-1.09	-.22	-.40	.78	1.10	1.10
	3 - 6 yrs	.75	.33	-.50	.00	.33	.00	.25
	6+ yrs	-2.00	-2.00	.00	.	-2.00	.00	.00
Do you have employees reporting to you?	Yes	.14	-.29	-.17	.00	.20	.60	.67
	No	.57	-1.44	-.33	-1.00	.44	.80	.80
Which of the following best describes your role?	Administration	.33	-1.00	-.67	.00	.25	.25	1.00
	Customer care	.00	-1.00	2.00	.00	2.00	2.00	2.00
	Human Resources	.	-1.00	1.00	.	1.00	2.00	1.00
	IT / ITC	.20	-1.17	-.50	.00	.20	1.00	1.00
	Marketing	.00	1.00	.00	.00	.	.	.
	Others	.75	-1.00	-1.00	-2.00	.00	.00	-.25

6.4 Transport & Environment

6.4.1 Typical Work Week

The participants typically worked a 5-day week, although two respondents declared to work for 6 days a week. Indeed, the latter featured caring responsibilities at home and spent less than 1 hour in domestic work. Both such teleworkers worked for a private company, on part time basis and had been working with the company for less than 3 years.

Table 91 – Length of Typical Work Week

		Frequency	Valid Percent
Valid	5 day work week	16	88.9
	6 day work week	2	11.1
	Total	18	100.0

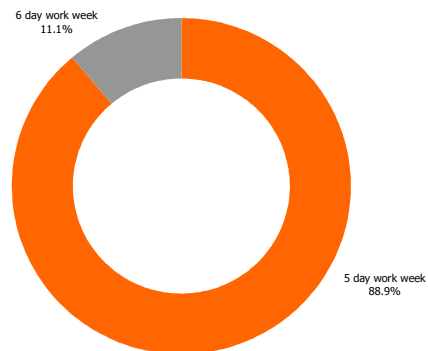


Table 92 – Length of Typical Work Week by Respondent Characteristics

		Length of Typical Work Week			
		5 day work week		6 day work week	
		Count	Row N %	Count	Row N %
Gender	Male	3	75.0%	1	25.0%
	Female	13	92.9%	1	7.1%
Age	18-29	3	75.0%	1	25.0%
	30-39	11	100.0%	0	.0%
	40-54	2	66.7%	1	33.3%
How would you describe your status	Married or living with partner	13	92.9%	1	7.1%
	Never married, living with parents	3	75.0%	1	25.0%
Do you have caring responsibilities at home	Yes	13	100.0%	0	.0%
	No	1	33.3%	2	66.7%
Caring Responsibilities - Kids	Kids - under 2 years	2	100.0%	0	.0%
	Kids - under 5 years	5	100.0%	0	.0%
	Kids - under 16 years	5	100.0%	0	.0%
	Kids - over 16 years	1	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	3	100.0%	0	.0%
	No	13	86.7%	2	13.3%
How much time do you spend in domestic work	<1hr	1	33.3%	2	66.7%
	1-3 hrs	3	100.0%	0	.0%
	3-5 hrs	2	100.0%	0	.0%
	5-7 hrs	6	100.0%	0	.0%
	>9 hours	3	100.0%	0	.0%
What is the highest level of education you attended	Post secondary & less	8	88.9%	1	11.1%
	Diploma (university) & more	8	88.9%	1	11.1%

Table 93 – Length of Typical Work Week by Work Characteristics

		Length of Typical Work Week			
		5 day work week		6 day work week	
		Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / departament	10	100.0%	0	.0%
	Parastatal company	4	100.0%	0	.0%
	Private company	2	50.0%	2	50.0%
What is your present role	Full time	12	100.0%	0	.0%
	Part time	4	66.7%	2	33.3%
Basis	Casual	0	.0%	1	100.0%
	Permanent - fixed term contract	5	100.0%	0	.0%
	Permanent - indefinite contract	11	91.7%	1	8.3%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2	66.7%	1	33.3%
	Professionals (employed or self employed)	7	87.5%	1	12.5%
	Clerical employees	6	100.0%	0	.0%
How long have you been with this company?	<3 yrs	4	66.7%	2	33.3%
	6+ yrs	11	100.0%	0	.0%
How long have you been in the present role?	<3 yrs	7	77.8%	2	22.2%
	3 - 6 yrs	2	100.0%	0	.0%
	6+ yrs	6	100.0%	0	.0%
How long have you been in this telework?	<3 yrs	11	100.0%	0	.0%
	3 - 6 yrs	3	60.0%	2	40.0%
	6+ yrs	1	100.0%	0	.0%
Do you have employees reporting to you?	Yes	6	85.7%	1	14.3%
	No	10	90.9%	1	9.1%
Which of the following best describes your role?	Administration	5	100.0%	0	.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	6	100.0%	0	.0%
	Marketing	1	100.0%	0	.0%
	Others	2	50.0%	2	50.0%

The distribution of the participants' workweek was rather balanced between working at home the whole day and working at main office all day. Only 4.4% of the days per week were devoted to working home for part of the day, & main office for the remainder. On average 5.4 days were spent on telework weekly. Analysis also showed that working from home the whole day was a more common incidence among teleworkers who:

- were women, or
- were married (living with partner), or
- were responsible for younger children or had caring responsibilities for parents or
- were employed with private companies, or
- were engaged through a casual basis, or
- had been in their role and telework for more than 6 years, or
- had no employees reporting to them or
- were engaged in marketing activities.

Contrastingly, an inclination to work at the employers' premises was a more common incidence among teleworkers who:

- were men, or
- were aged 18 to 29 years, or
- had a responsibility at home relating to older children or had no caring responsibilities at home at all, or
- were employed on a full-time basis or
- had a permanent fixed term contract.

Table 94 – Distribution of Work Week

	Frequency	Days per Week	Valid Percent
Working at home the whole day	17	44	48.4
Working at main office all day	18	43	47.3
Working home for part of the day, & main office for the remainder	13	4	4.4
Total		91	100.0

	Days per Week (Average)
Working at home the whole day	2.6
Working at main office all day	2.5
Working home for part of the day, & main office for the remainder	0.2
Total	5.4

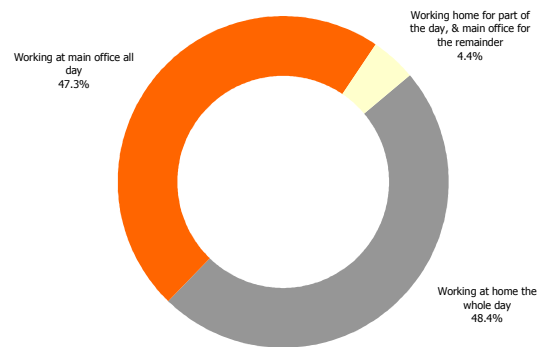


Table 95 – Distribution of Work Week by Respondent Characteristics

		Working at home the whole day?		Working at main office all day?		Working home for part of the day, and main office for the remainder?	
		Days	%	Days	%	Days	%
Gender	Male	7.5	35.7	13.5	64.3	0.0	0.0
	Female	36.5	52.1	29.5	42.1	4.0	5.7
Age	18-29	4.5	21.4	13.5	64.3	3.0	14.3
	30-39	29.5	55.7	23.5	44.3	0.0	0.0
	40-54	10	58.8	6.0	35.3	1.0	5.9
How would you describe your status	Married or living with partner	39	55.7	30.0	42.9	1.0	1.4
	Never married, living with parents	5	23.8	13.0	61.9	3.0	14.3
Do you have caring responsibilities at home	Yes	32	49.2	32.0	49.2	1.0	1.5
	No	8	47.1	6.0	35.3	3.0	17.6
Caring Responsibilities - Kids	Kids - under 2 years	10	100.0	0.0	0.0	0.0	0.0
	Kids - under 5 years	14.5	58.0	10.5	42.0	0.0	0.0
	Kids - under 16 years	7	30.4	16.0	69.6	0.0	0.0
	Kids - over 16 years	1	20.0	4.0	80.0	0.0	0.0
Caring Responsibilities - Parents	Yes	11	73.3	4.0	26.7	0.0	0.0
	No	33	43.4	39.0	51.3	4.0	5.3
How much time do you spend in domestic work	<1hr	9	52.9	5.0	29.4	3.0	17.6
	1-3 hrs	1.5	10.0	13.5	90.0	0.0	0.0
	3-5 hrs	6	60.0	4.0	40.0	0.0	0.0
	5-7 hrs	15.5	55.4	12.5	44.6	0.0	0.0
	>9 hours	11	68.8	4.0	25.0	1.0	6.3
What is the highest level of education you attended	Post secondary & less	23.5	52.2	20.5	45.6	1.0	2.2
	Diploma (university) & more	20.5	44.6	22.5	48.9	3.0	6.5

Table 96 – Distribution of Work Week by Work Characteristics

		Working at home the whole day?		Working at main office all day?		Working home for part of the day, and main office for the remainder?	
		Days	%	Days	%	Days	%
How can you describe the company	Governemnt organisation / departament	19	38.0	30.0	60.0	1.0	2.0
	Parastatal company	8	42.1	11.0	57.9	0.0	0.0
	Private company	17	77.3	2.0	9.1	3.0	13.6
What is your present role	Full time	29	48.3	31.0	51.7	0.0	0.0
	Part time	15	48.4	12.0	38.7	4.0	12.9
Basis	Casual	6	100.0	0.0	0.0	0.0	0.0
	Permanent - fixed term contract	8	33.3	16.0	66.7	0.0	0.0
	Permanent - indefinite contract	30	49.2	27.0	44.3	4.0	6.6
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	9	52.9	4.0	23.5	4.0	23.5
	Professionals (employed or self employed)	19	47.5	21.0	52.5	0.0	0.0
	Clerical employees	15	51.7	14.0	48.3	0.0	0.0
How long have you been with this company?	<3 yrs	17	53.1	12.0	37.5	3.0	9.4
	6+ yrs	26	48.1	27.0	50.0	1.0	1.9
How long have you been in the present role?	<3 yrs	20	42.6	24.0	51.1	3.0	6.4
	3 - 6 yrs	3	33.3	6.0	66.7	0.0	0.0
	6+ yrs	20	66.7	9.0	30.0	1.0	3.3
How long have you been in this telework?	<3 yrs	29	52.7	25.0	45.5	1.0	1.8
	3 - 6 yrs	9	34.6	14.0	53.8	3.0	11.5
	6+ yrs	5	100.0	0.0	0.0	0.0	0.0
Do you have employees reporting to you?	Yes	12	33.3	20.0	55.6	4.0	11.1
	No	32	58.2	23.0	41.8	0.0	0.0
Which of the following best describes your role?	Administration	8	32.0	16.0	64.0	1.0	4.0
	Customer care	3	60.0	2.0	40.0	0.0	0.0
	Human Resources	2	40.0	3.0	60.0	0.0	0.0
	IT / ITC	9	31.0	20.0	69.0	0.0	0.0
	Marketing	5	100.0	0.0	0.0	0.0	0.0
	Others	17	77.3	2.0	9.1	3.0	13.6

6.4.2 Transport Availability & Usage

A total of 12 participants declared to have two cars while 6 respondents had one. An analysis of the features of the participants owning one or two cars is set out in Table 98.

Table 97 – Number of Cars in the Household

		Frequency	Valid Percent
Valid	One	6	33.3
	Two	12	66.7
	Total	18	100.0



Table 98 – Number of Cars in the Household by Respondent Characteristics

		How many cars are there in your household?			
		One		Two	
		Count	Row N %	Count	Row N %
Gender	Male	1	25.0%	3	75.0%
	Female	5	35.7%	9	64.3%
Age	18-29	2	50.0%	2	50.0%
	30-39	3	27.3%	8	72.7%
	40-54	1	33.3%	2	66.7%
How would you describe your status	Married or living with partner	5	35.7%	9	64.3%
	Never married, living with parents	1	25.0%	3	75.0%
Do you have caring responsibilities at home	Yes	4	30.8%	9	69.2%
	No	1	33.3%	2	66.7%
Caring Responsibilities - Kids	Kids - under 2 years	0	.0%	2	100.0%
	Kids - under 5 years	1	20.0%	4	80.0%
	Kids - under 16 years	2	40.0%	3	60.0%
	Kids - over 16 years	0	.0%	1	100.0%
Caring Responsibilities - Parents	Yes	0	.0%	3	100.0%
	No	6	40.0%	9	60.0%
How much time do you spend in domestic work	<1hr	1	33.3%	2	66.7%
	1-3 hrs	1	33.3%	2	66.7%
	3-5 hrs	0	.0%	2	100.0%
	5-7 hrs	2	33.3%	4	66.7%
	>9 hours	2	66.7%	1	33.3%
What is the highest level of education you attended	Post secondary & less	5	55.6%	4	44.4%
	Diploma (university) & more	1	11.1%	8	88.9%

Table 99 – Number of Cars in the Household by Work Characteristics

		How many cars are there in your household?			
		One		Two	
		Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / department	5	50.0%	5	50.0%
	Parastatal company	0	.0%	4	100.0%
	Private company	1	25.0%	3	75.0%
What is your present role	Full time	2	16.7%	10	83.3%
	Part time	4	66.7%	2	33.3%
Basis	Casual	0	.0%	1	100.0%
	Permanent - fixed term contract	3	60.0%	2	40.0%
	Permanent - indefinite contract	3	25.0%	9	75.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2	66.7%	1	33.3%
	Professionals (employed or self employed)	1	12.5%	7	87.5%
	Clerical employees	3	50.0%	3	50.0%
How long have you been with this company?	<3 yrs	2	33.3%	4	66.7%
	6+ yrs	4	36.4%	7	63.6%
How long have you been in the present role?	<3 yrs	2	22.2%	7	77.8%
	3 - 6 yrs	1	50.0%	1	50.0%
	6+ yrs	3	50.0%	3	50.0%
How long have you been in this telework?	<3 yrs	5	45.5%	6	54.5%
	3 - 6 yrs	1	20.0%	4	80.0%
	6+ yrs	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	2	28.6%	5	71.4%
	No	4	36.4%	7	63.6%
Which of the following best describes your role?	Administration	2	40.0%	3	60.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	1	16.7%	5	83.3%
	Marketing	0	.0%	1	100.0%
	Others	1	25.0%	3	75.0%

A total of 53.3% of the teleworkers interviewed used a car with a petrol engine, below 1500cc, while 20% used a car with a petrol engine, above 1500cc. Another 26.6% of participants used a car with a diesel engine. No significant differences were observed across different respondent or work characteristics.

Table 100 – Type of Car Engine Used for Travel, From & For Work

		Frequency	Valid Percent
Valid	Petrol, below 1500cc	8	53.3
	Petrol, 1500cc or larger	3	20.0
	Diesel, below 1500cc	2	13.3
	Diesel, 1500cc or larger	2	13.3
	Total	15	100.0

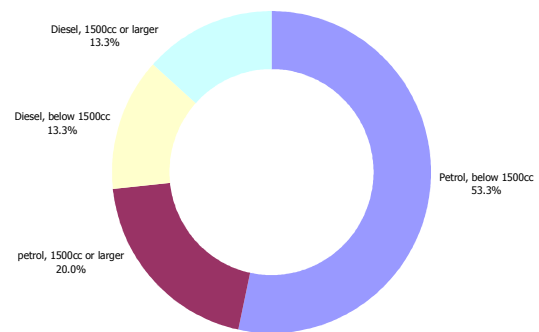


Table 101 – Type of Car Engine Used for Travel, From & For Work by Respondent Characteristics

		What is the type of engine of car mainly used for your travel to, from and for work?							
		Petrol, below 1500cc		petrol, 1500cc or larger		Diesel, below 1500cc		Diesel, 1500cc or larger	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Gender	Male	2	66.7%	1	33.3%	0	.0%	0	.0%
	Female	6	50.0%	2	16.7%	2	16.7%	2	16.7%
Age	18-29	1	33.3%	1	33.3%	1	33.3%	0	.0%
	30-39	6	60.0%	2	20.0%	1	10.0%	1	10.0%
	40-54	1	50.0%	0	.0%	0	.0%	1	50.0%
How would you describe your status	Married or living with partner	7	58.3%	3	25.0%	1	8.3%	1	8.3%
	Never married, living with parents	1	33.3%	0	.0%	1	33.3%	1	33.3%
Do you have caring responsibilities at home	Yes	6	50.0%	3	25.0%	1	8.3%	2	16.7%
	No	1	100.0%	0	.0%	0	.0%	0	.0%
Caring Responsibilities - Kids	Kids - under 2 years	0	.0%	1	100.0%	0	.0%	0	.0%
	Kids - under 5 years	2	40.0%	1	20.0%	1	20.0%	1	20.0%
	Kids - under 16 years	4	80.0%	0	.0%	1	20.0%	0	.0%
	Kids - over 16 years	0	.0%	0	.0%	0	.0%	1	100.0%
Caring Responsibilities - Parents	Yes	0	.0%	1	33.3%	0	.0%	2	66.7%
	No	8	66.7%	2	16.7%	2	16.7%	0	.0%
How much time do you spend in domestic work	<1hr	0	.0%	0	.0%	1	100.0%	0	.0%
	1-3 hrs	2	66.7%	1	33.3%	0	.0%	0	.0%
	3-5 hrs	1	50.0%	1	50.0%	0	.0%	0	.0%
	5-7 hrs	2	33.3%	1	16.7%	1	16.7%	2	33.3%
	>9 hours	2	100.0%	0	.0%	0	.0%	0	.0%
What is the highest level of education you attended	Post secondary & less	4	50.0%	1	12.5%	1	12.5%	2	25.0%
	Diploma (university) & more	4	57.1%	2	28.6%	1	14.3%	0	.0%

Table 102 – Type of Car Engine Used for Travel, From & For Work-by-Work Characteristics

		What is the type of engine of car mainly used for your travel to, from and for work?							
		Petrol, below 1500cc		petrol, 1500cc or larger		Diesel, below 1500cc		Diesel, 1500cc or larger	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
How can you describe the company	Goveremnt organisation / departament	7	70.0%	2	20.0%	0	.0%	1	10.0%
	Parastatal company	1	25.0%	0	.0%	2	50.0%	1	25.0%
	Private company	0	.0%	1	100.0%	0	.0%	0	.0%
What is your present role	Full time	5	45.5%	3	27.3%	1	9.1%	2	18.2%
	Part time	3	75.0%	0	.0%	1	25.0%	0	.0%
Basis	Permanent - fixed term contract	5	100.0%	0	.0%	0	.0%	0	.0%
	Permanent - indefinite contract	3	30.0%	3	30.0%	2	20.0%	2	20.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1	50.0%	1	50.0%	0	.0%	0	.0%
	Professionals (employed or self employed)	3	50.0%	2	33.3%	1	16.7%	0	.0%
	Clerical employees	3	50.0%	0	.0%	1	16.7%	2	33.3%
How long have you been with this company?	<3 yrs	2	66.7%	0	.0%	1	33.3%	0	.0%
	6+ yrs	5	45.5%	3	27.3%	1	9.1%	2	18.2%
How long have you been in the present role?	<3 yrs	4	66.7%	0	.0%	1	16.7%	1	16.7%
	3 - 6 yrs	1	50.0%	0	.0%	1	50.0%	0	.0%
	6+ yrs	2	33.3%	3	50.0%	0	.0%	1	16.7%
How long have you been in this telework?	<3 yrs	6	54.5%	3	27.3%	1	9.1%	1	9.1%
	3 - 6 yrs	1	33.3%	0	.0%	1	33.3%	1	33.3%
Do you have employees reporting to you?	Yes	4	66.7%	1	16.7%	1	16.7%	0	.0%
	No	4	44.4%	2	22.2%	1	11.1%	2	22.2%
Which of the following best describes your role?	Administration	3	60.0%	0	.0%	1	20.0%	1	20.0%
	Customer care	1	100.0%	0	.0%	0	.0%	0	.0%
	Human Resources	1	100.0%	0	.0%	0	.0%	0	.0%
	IT / ITC	3	50.0%	2	33.3%	1	16.7%	0	.0%
	Marketing	0	.0%	1	100.0%	0	.0%	0	.0%
	Others	0	.0%	0	.0%	0	.0%	1	100.0%

6.4.3 Travelling Requirements

Telework resulted in a considerably decrease in participants' work related travelling requirements. Indeed, out of the 18 participants, 9 (or 50%) reported a decrease in car travel, while 4 (or 22.2%) claimed a decrease in their bus travel. Indeed, females aged 30 to 39, who were married with kids claimed the more significant decreases in their weekly work related travelling.

Table 103 – Effect on Weekly Work Travelling Requirements

		Count	Column N %
Car travelling	Increase	1	10.0%
	Decrease	9	90.0%
Bus travelling	Increase	0	.0%
	Decrease	4	100.0%

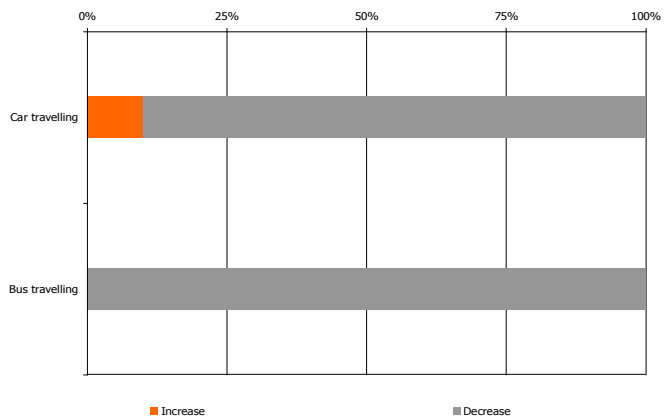


Table 104 – Effect on Weekly Work Travelling Requirements by Respondent Characteristics

		Car travelling				Bus travelling	
		Increase		Decrease		Decrease	
		Count	Row N %	Count	Row N %	Count	Row N %
Gender	Female	1	10.0%	9	90.0%	4	100.0%
Age	18-29	1	33.3%	2	66.7%	2	100.0%
	30-39	0	.0%	6	100.0%	2	100.0%
	40-54	0	.0%	1	100.0%	0	.0%
How would you describe your status	Married or living with partner	0	.0%	7	100.0%	2	100.0%
	Never married, living with parents	1	33.3%	2	66.7%	2	100.0%
Do you have caring responsibilities at home	Yes	0	.0%	6	100.0%	2	100.0%
	No	1	50.0%	1	50.0%	2	100.0%
Caring Responsibilities - Kids	Kids - under 2 years	0	.0%	1	100.0%	1	100.0%
	Kids - under 5 years	0	.0%	4	100.0%	1	100.0%
	Kids - under 16 years	0	.0%	2	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	0	.0%	2	100.0%	0	.0%
	No	1	12.5%	7	87.5%	4	100.0%
How much time do you spend in domestic work	<1hr	1	50.0%	1	50.0%	1	100.0%
	3-5 hrs	0	.0%	2	100.0%	0	.0%
	5-7 hrs	0	.0%	3	100.0%	1	100.0%
	>9 hours	0	.0%	2	100.0%	1	100.0%
What is the highest level of education you attended	Post secondary & less	0	.0%	4	100.0%	1	100.0%
	Diploma (university) & more	1	16.7%	5	83.3%	3	100.0%

Table 105 – Effect on Weekly Work Travelling Requirements by Work Characteristics

		Car travelling				Bus travelling	
		Increase		Decrease		Decrease	
		Count	Row N %	Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / departament	0	.0%	6	100.0%	2	100.0%
	Parastatal company	0	.0%	2	100.0%	0	.0%
	Private company	1	50.0%	1	50.0%	2	100.0%
What is your present role	Full time	0	.0%	7	100.0%	2	100.0%
	Part time	1	33.3%	2	66.7%	2	100.0%
Basis	Permanent - fixed term contract	0	.0%	3	100.0%	2	100.0%
	Permanent - indefinite contract	1	14.3%	6	85.7%	2	100.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1	33.3%	2	66.7%	1	100.0%
	Professionals (employed or self employed)	0	.0%	2	100.0%	1	100.0%
	Clerical employees	0	.0%	4	100.0%	1	100.0%
How long have you been with this company?	<3 yrs	1	33.3%	2	66.7%	2	100.0%
	6+ yrs	0	.0%	6	100.0%	1	100.0%
How long have you been in the present role?	<3 yrs	1	25.0%	3	75.0%	2	100.0%
	3 - 6 yrs	0	.0%	0	.0%	1	100.0%
	6+ yrs	0	.0%	5	100.0%	0	.0%
How long have you been in this telework?	<3 yrs	0	.0%	8	100.0%	1	100.0%
	3 - 6 yrs	1	100.0%	0	.0%	1	100.0%
	6+ yrs	0	.0%	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	1	25.0%	3	75.0%	1	100.0%
	No	0	.0%	6	100.0%	3	100.0%
Which of the following best describes your role?	Administration	0	.0%	3	100.0%	0	.0%
	Customer care	0	.0%	1	100.0%	0	.0%
	Human Resources	0	.0%	0	.0%	1	100.0%
	IT / ITC	0	.0%	3	100.0%	1	100.0%
	Marketing	0	.0%	1	100.0%	0	.0%
	Others	1	50.0%	1	50.0%	2	100.0%

Only 2 participants declared that their car was used by other members of the household when they were working at home. These participants were aged 30 to 39, married, living with partner and having older kids below the age of 16 years. Both were full-time workers.

Table 106 – Car Used By Other Members of the Household when Working at Home

		Frequency	Valid Percent
Valid	Yes	2	13.3
	No	13	86.7
	Total	15	100.0

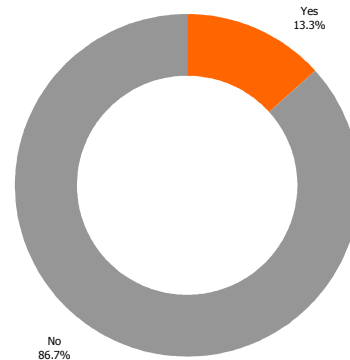


Table 107 – Car Used By Other Members of the Household when Working at Home

		On the days when you work at home, is the car you use for your work used by other members of the households?			
		Yes		No	
		Count	Row N %	Count	Row N %
Gender	Male	1	33.3%	2	66.7%
	Female	1	8.3%	11	91.7%
Age	18-29	0	.0%	4	100.0%
	30-39	2	25.0%	6	75.0%
	40-54	0	.0%	3	100.0%
How would you describe your status	Married or living with partner	2	18.2%	9	81.8%
	Never married, living with parents	0	.0%	4	100.0%
Do you have caring responsibilities at home	Yes	2	18.2%	9	81.8%
	No	0	.0%	3	100.0%
Caring Responsibilities - Kids	Kids - under 2 years	0	.0%	2	100.0%
	Kids - under 5 years	0	.0%	4	100.0%
	Kids - under 16 years	2	66.7%	1	33.3%
	Kids - over 16 years	0	.0%	1	100.0%
Caring Responsibilities - Parents	Yes	0	.0%	3	100.0%
	No	2	16.7%	10	83.3%
How much time do you spend in domestic work	<1hr	0	.0%	3	100.0%
	1-3 hrs	1	50.0%	1	50.0%
	3-5 hrs	0	.0%	2	100.0%
	5-7 hrs	0	.0%	4	100.0%
	>9 hours	1	33.3%	2	66.7%
What is the highest level of education you attended	Post secondary & less	1	14.3%	6	85.7%
	Diploma (university) & more	1	12.5%	7	87.5%

Table 108 – Car Used By Other Members of the Household when Working at Home

		On the days when you work at home, is the car you use for your work used by other members of the households?			
		Yes		No	
		Count	Row N %	Count	Row N %
How can you describe the company	Govermemnt organisation / departament	1	14.3%	6	85.7%
	Parastatal company	1	25.0%	3	75.0%
	Private company	0	.0%	4	100.0%
What is your present role	Full time	2	18.2%	9	81.8%
	Part time	0	.0%	4	100.0%
Basis	Casual	0	.0%	1	100.0%
	Permanent - fixed term contract	2	66.7%	1	33.3%
	Permanent - indefinite contract	0	.0%	11	100.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	0	.0%	3	100.0%
	Professionals (employed or self employed)	1	14.3%	6	85.7%
	Clerical employees	1	25.0%	3	75.0%
How long have you been with this company?	<3 yrs	2	33.3%	4	66.7%
	6+ yrs	0	.0%	8	100.0%
How long have you been in the present role?	<3 yrs	2	25.0%	6	75.0%
	3 - 6 yrs	0	.0%	1	100.0%
	6+ yrs	0	.0%	5	100.0%
How long have you been in this telework?	<3 yrs	1	12.5%	7	87.5%
	3 - 6 yrs	1	20.0%	4	80.0%
	6+ yrs	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	1	16.7%	5	83.3%
	No	1	11.1%	8	88.9%
Which of the following best describes your role?	Administration	1	25.0%	3	75.0%
	Customer care	1	100.0%	0	.0%
	IT / ITC	0	.0%	5	100.0%
	Marketing	0	.0%	1	100.0%
	Others	0	.0%	4	100.0%

A total of 8 participants (or 38.1% of interviewed teleworkers) claimed that they did not make extra journeys, while 6 or 28.6% and 5 or 23.8% had to make extra journeys to transport children and to shop. Indeed, participants that declared to have to make extra journeys were mostly female aged 30 to 54, married or living with partner and having kids older than 2 years of age. Both were full-time workers.

Moreover, participants also declared that since starting telework, they had not suffered any accidents at work (even if those including driving for work related reasons).

Table 109 – Special Journeys When Working from Home

	Frequency	Valid Percent
No extra journeys	8	38.1
Shopping	5	23.8
Transporting children	6	28.6
Leisure	2	9.5
Transporting adults	0	0.0
Others	0	0.0
Total	21	100.0

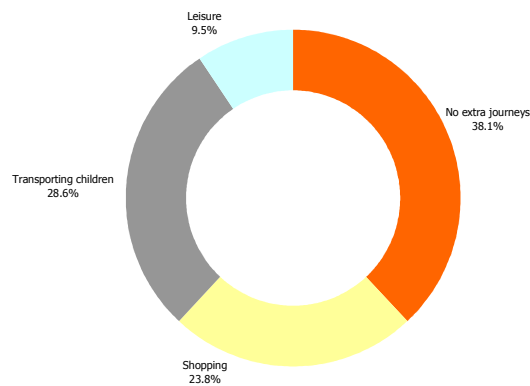


Table 110 – Special Journeys When Working from Home by Respondent Characteristics

		No extra journeys		Shopping		Transporting children		Leisure	
		N	%	N	%	N	%	N	%
Gender	Male	2	50.0	1	4.8	0	0.0	1	4.8
	Female	6	35.3	4	6.3	6	9.4	1	1.6
Age	18-29	4	100.0	0	0.0	0	0.0	0	0.0
	30-39	4	30.8	3	5.6	5	9.3	1	1.9
	40-54	0	0.0	2	15.4	1	7.7	1	7.7
How would you describe your status	Married or living with partner	5	27.8	5	7.4	6	8.8	2	2.9
	Never married, living with parents	3	100.0	0	0.0	0	0.0	0	0.0
Do you have caring responsibilities at home	Yes	5	38.5	3	4.7	5	7.8	0	0.0
	No	2	50.0	1	8.3	0	0.0	1	8.3
Caring Responsibilities - Kids	Kids - under 2 years	0	0.0	0	0.0	1	8.3	0	0.0
	Kids - under 5 years	3	42.9	2	9.1	2	9.1	0	0.0
	Kids - under 16 years	2	33.3	1	4.0	2	8.0	1	4.0
Caring Responsibilities - Parents	Yes	0	0.0	1	25.0	2	50.0	0	0.0
	No	8	44.4	4	36.4	4	36.4	2	18.2
How much time do you spend in domestic work	<1hr	2	50.0	1	1.4	0	0.0	1	1.4
	1-3 hrs	2	100.0	0	0.0	0	0.0	0	0.0
	3-5 hrs	1	50.0	0	0.0	1	5.9	0	0.0
	5-7 hrs	2	22.2	3	27.3	3	27.3	1	9.1
	>9 hours	0	0.0	1	4.0	2	8.0	0	0.0
What is the highest level of education you attended	Post secondary & less	3	23.1	4	26.7	4	26.7	2	13.3
	Diploma (university) & more	5	62.5	1	2.7	2	5.4	0	0.0

Table 111 – Special Journeys When Working from Home by Work Characteristics

		No extra journeys		Shopping		Transporting children		Leisure	
		N	%	N	%	N	%	N	%
How can you describe the company	Governemnt organisation / departament	5	38.5	3	23.1	4	30.8	1	7.7
	Parastatal company	2	50.0	1	25.0	1	25.0	0	0.0
	Private company	1	25.0	1	25.0	1	25.0	1	25.0
What is your present role	Full time	5	45.5	2	18.2	4	36.4	0	0.0
	Part time	3	30.0	3	30.0	2	20.0	2	20.0
Basis	Casual	0	0.0	1	50.0	0	0.0	1	50.0
	Permanent - fixed term contract	2	33.3	1	16.7	2	33.3	1	16.7
	Permanent - indefinite contract	6	46.2	3	23.1	4	30.8	0	0.0
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1	25.0	1	25.0	2	50.0	0	0.0
	Professionals (employed or self employed)	4	50.0	2	25.0	1	12.5	1	12.5
	Clerical employees	2	25.0	2	25.0	3	37.5	1	12.5
How long have you been with this company?	<3 yrs	2	40.0	1	20.0	1	20.0	1	20.0
	6+ yrs	5	33.3	4	26.7	5	33.3	1	6.7
How long have you been in the present role?	<3 yrs	4	57.1	1	14.3	1	14.3	1	14.3
	3 - 6 yrs	2	100.0	0	0.0	0	0.0	0	0.0
	6+ yrs	1	9.1	4	36.4	5	45.5	1	9.1
How long have you been in this telework?	<3 yrs	5	31.3	4	25.0	6	37.5	1	6.3
	3 - 6 yrs	2	50.0	1	25.0	0	0.0	1	25.0
	Yes	4	57.1	1	14.3	2	28.6	0	0.0
Do you have employees reporting to you?	No	4	28.6	4	28.6	4	28.6	2	14.3
	Administration	1	16.7	2	33.3	2	33.3	1	16.7
Which of the following best describes your role?	Customer care	0	0.0	0	0.0	1	100.0	0	0.0
	Human Resources	1	100.0	0	0.0	0	0.0	0	0.0
	IT / ITC	5	71.4	1	14.3	1	14.3	0	0.0
	Marketing	0	0.0	0	0.0	1	100.0	0	0.0
	Others	1	20.0	2	40.0	1	20.0	1	20.0

6.4.4 Changes in Printing Requirements

Since starting telework, the requirements of printing of documents at home increased for 5 out of 6 participants. Two of these teleworkers claimed that the requirements increased considerably, while the requirements increased slightly for the remaining three participants. Contrastingly, one participant declared that his printing requirements decreased. No significant differences were observed by respondent and work characteristics.

Table 112 – Change in Requirements for Document Printing at Home

		Since starting telework, did the requirements of printing of documents at home change?	
		Yes	
		Count	Column N %
How did such printing requirements change?	Increased considerably	2	33.3%
	Increased slightly	3	50.0%
	Decreased slightly	0	.0%
	Decreased considerably	1	16.7%
	No answer	0	.0%

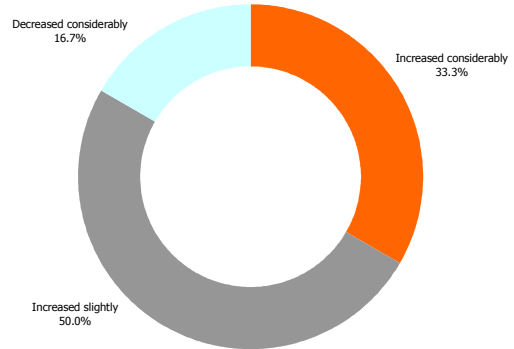


Table 113 – Change in Requirements for Document Printing at Home by Respondent Characteristics

		How did such printing requirements change?					
		Increased considerably		Increased slightly		Decreased considerably	
		Count	Row N %	Count	Row N %	Count	Row N %
Gender	Male	1	100.0%	0	.0%	0	.0%
	Female	1	20.0%	3	60.0%	1	20.0%
Age	18-29	0	.0%	2	100.0%	0	.0%
	30-39	1	33.3%	1	33.3%	1	33.3%
	40-54	1	100.0%	0	.0%	0	.0%
How would you describe your status	Married or living with partner	2	50.0%	1	25.0%	1	25.0%
	Never married, living with parents	0	.0%	2	100.0%	0	.0%
Do you have caring responsibilities at home	Yes	1	33.3%	1	33.3%	1	33.3%
	No	1	50.0%	1	50.0%	0	.0%
Caring Responsibilities - Kids	Kids - under 2 years	1	100.0%	0	.0%	0	.0%
	Kids - under 5 years	0	.0%	2	66.7%	1	33.3%
Caring Responsibilities - Parents	Yes	1	100.0%	0	.0%	0	.0%
	No	1	20.0%	3	60.0%	1	20.0%
How much time do you spend in domestic work	<1hr	1	33.3%	2	66.7%	0	.0%
	3-5 hrs	1	50.0%	1	50.0%	0	.0%
	5-7 hrs	0	.0%	0	.0%	1	100.0%
What is the highest level of education you attended	Post secondary & less	1	100.0%	0	.0%	0	.0%
	Diploma (university) & more	1	20.0%	3	60.0%	1	20.0%

Table 114 – Change in Requirements for Document Printing at Home by Work Characteristics

		How did such printing requirements change?					
		Increased considerably		Increased slightly		Decreased considerably	
		Count	Row N %	Count	Row N %	Count	Row N %
How can you describe the company	Goverment organisation / departament	0	.0%	1	50.0%	1	50.0%
	Parastatal company	0	.0%	1	100.0%	0	.0%
	Private company	2	66.7%	1	33.3%	0	.0%
What is your present role	Full time	1	25.0%	2	50.0%	1	25.0%
	Part time	1	50.0%	1	50.0%	0	.0%
Basis	Casual	1	100.0%	0	.0%	0	.0%
	Permanent - indefinite contract	1	20.0%	3	60.0%	1	20.0%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1	50.0%	1	50.0%	0	.0%
	Professionals (employed or self employed)	1	33.3%	1	33.3%	1	33.3%
	Clerical employees	0	.0%	1	100.0%	0	.0%
How long have you been with this company?	<3 yrs	1	33.3%	2	66.7%	0	.0%
	6+ yrs	1	33.3%	1	33.3%	1	33.3%
How long have you been in the present role?	<3 yrs	1	25.0%	3	75.0%	0	.0%
	6+ yrs	1	50.0%	0	.0%	1	50.0%
How long have you been in this telework?	<3 yrs	1	25.0%	2	50.0%	1	25.0%
	3 - 6 yrs	1	50.0%	1	50.0%	0	.0%
Do you have employees reporting to you?	Yes	1	33.3%	2	66.7%	0	.0%
	No	1	33.3%	1	33.3%	1	33.3%
Which of the following best describes your role?	Administration	0	.0%	1	100.0%	0	.0%
	IT / ITC	0	.0%	1	50.0%	1	50.0%
	Marketing	1	100.0%	0	.0%	0	.0%
	Others	1	50.0%	1	50.0%	0	.0%

6.5 Social Aspects of telework

6.5.1 Changes in Life

Comparing the current telework with the previous 'traditional' work, participants claimed that the most significant life changes related to having more control of when and how to work, while being able to do more work in the evening. Strong responses also related towards higher job satisfaction along with more work in the weekend. Participants also perceived a decreased opportunity for long breaks, albeit they claimed to suffer from less stress related to work.

Moreover, changes in life due to telework also related to:

- having control of when and how to work, especially among participants with a post secondary education or less. Job satisfaction also increased particularly for this group,
- the possibility of taking breaks increased particularly for participants with kids under 2 years and those with kids over 16 years of age. Conversely, this possibility decreased slightly for participants having kids below 16 years of age. Similarly, teleworkers working on a part time basis and with 3

to 6 years in their role also showed a decrease in this regard. Moreover, in relation to long breaks, the possibility for male participants increased, while it somewhat decreased for female teleworkers. This possibility also increased for participants with kids less than 2 years of age, although it decreased for those having older kids. Long breaks were more possible for participants working with private companies,

- participants working with government organisations declared to start work earlier, contrasting against teleworkers in private companies who are 'now starting later'. Similarly, participants engaged in marketing or administrative roles are now starting somewhat later than in their previous arrangement, while participants in human resources and IT/ ITC are starting earlier. Moreover, participants working with government organisations are finishing work later in contrast to those in private companies now finishing earlier,
- work during the weekend increased considerably for participants with less than 6 years in telework, while such work decreased considerably for those with more than 6 years,
- work related stress increased for senior managers and officials, contrasting against the general decrease observed among teleworkers in professional occupations or teleworkers in clerical occupations, while
- frustration about technical support was significantly higher among participants involved in telework for more than 6 years.

Table 115 – Changes in Life due to Telework

	N	Minimum (Less happening)	Maximum (More happening)	Mean	Std. Deviation
Starting work earlier	16	-2	2	.00	1.461
Starting work later	16	-2	2	.44	1.459
Finishing work earlier	17	-2	2	.29	1.532
Finishing work later	17	-2	2	.59	1.502
Taking breaks	17	-2	2	-.06	1.249
Long breaks	15	-2	2	-.40	1.298
Work in the evening	17	-1	2	1.41	.870
Work at the weekend	16	-2	2	1.00	1.317
Having control of when and how to work	18	0	2	1.50	.857
Feeling a job satisfaction	18	-2	2	1.06	1.110
Work related stress	18	-2	2	-.33	1.283
Feeling of job security	16	-1	2	.44	.892
Frustration about technical support	16	-2	1	-.31	1.078
Frustration about other forms of organisational support	15	-2	2	-.13	1.060

Figure 29 – Changes in Life due to Telework

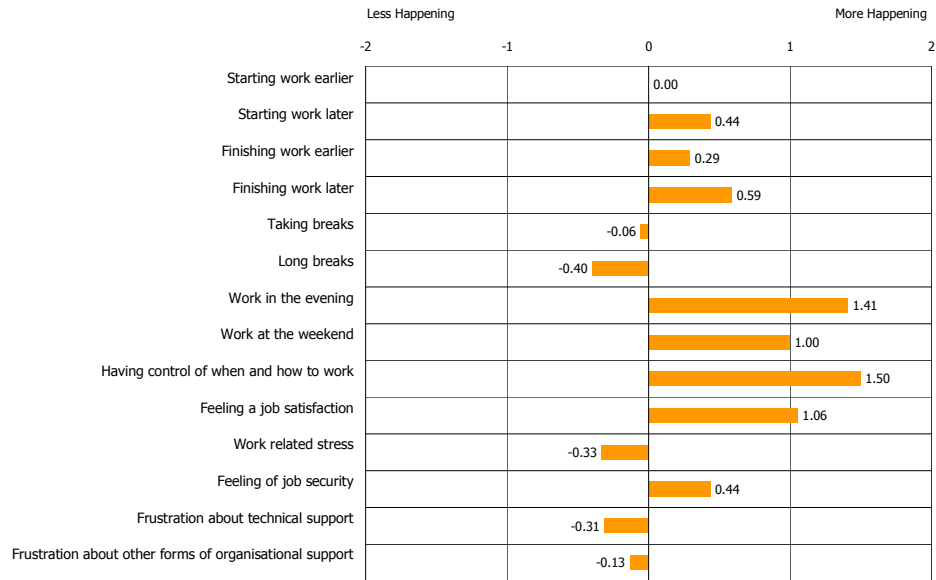


Table 116 – Changes in Life due to Telework by Respondent Characteristics

		Starting work earlier	Starting work later	Finishing work earlier	Finishing work later	Taking breaks	Long breaks	Work in the evening	Work at the weekend	Having control of when and how to work	Feeling a job satisfaction	Work related stress	Feeling of job security	Frustration about technical support	Frustration about other forms of organisational support
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	.33	.00	-.33	.50	.33	.33	1.00	1.00	1.50	1.25	-.75	.50	.50	.50
	Female	-.08	.58	.43	.62	-.14	-.58	1.54	1.00	1.50	1.00	-.21	.43	-.43	-.23
Age	18-29	-.67	1.00	.33	.50	-.25	-.75	.67	.67	1.00	1.00	-.25	.33	.00	.00
	30-39	.36	.10	.27	.50	.00	.00	1.55	.90	1.55	.91	-.27	.27	-.70	-.30
	40-54	-1.00	1.00	.33	1.00	.00	-1.00	1.67	1.67	2.00	1.67	-.67	1.50	.67	.50
How would you describe your status	Married or living with partner	.15	.31	.15	.54	-.08	-.09	1.50	1.00	1.64	1.00	-.21	.33	-.50	-.17
	Never married, living with parents	-.67	1.00	.75	.75	.00	-1.25	1.00	1.00	1.00	1.25	-.75	.75	.25	.00
Do you have caring responsibilities at home	Yes	.36	.18	.33	.67	-.08	-.30	1.54	1.00	1.62	.92	-.08	.58	-.45	-.20
	No	-.67	1.00	.33	.33	.00	-.33	.67	.67	1.33	1.33	-.67	.50	.67	.33
Caring Responsibilities - Kids	Kids - under 2 years	-2.00	2.00	2.00	-1.50	2.00	2.00	1.50	.00	2.00	.50	.00	.00	-2.00	-1.00
	Kids - under 5 years	.40	-.60	-.20	.20	-.40	-1.00	1.50	.75	1.00	.60	-.40	.20	-.60	-.20
	Kids - under 16 years	1.00	.25	.20	1.50	-.50	-.33	1.60	1.50	1.60	1.40	-.40	.40	-.25	.00
	Kids - over 16 years	.	.	2.00	2.00	1.00	-2.00	2.00	2.00	2.00	2.00	-2.00	2.00	1.00	.
Caring Responsibilities - Parents	Yes	-1.50	1.50	1.00	-.33	.67	.00	1.67	2.00	1.67	1.67	.00	1.00	-1.00	-1.00
	No	.21	.29	.14	.79	-.21	-.46	1.36	.77	1.47	.93	-.40	.31	-.15	.00
How much time do you spend in domestic work	<1hr	-1.00	1.33	.33	.00	.00	-.33	1.50	1.50	1.33	1.33	-.67	.00	.00	.33
	1-3 hrs	1.00	-.33	-1.00	1.00	.00	.00	1.00	1.00	1.33	1.00	-.33	.50	.00	.00
	3-5 hrs	.00	.00	1.00	.00	1.50	1.00	1.00	1.50	2.00	1.50	1.00	.50	-1.00	.00
	5-7 hrs	.40	-.25	.17	.80	-.67	-1.50	1.83	1.33	1.50	1.00	-.67	.17	-.33	-.20
	>9 hours	-.33	1.67	.67	1.00	.00	.00	2.00	.00	2.00	.67	.00	1.00	-.67	-.67
What is the highest level of education you attended	Post secondary & less	.14	.71	.50	.75	-.56	-.86	1.67	1.38	1.89	1.56	-.44	.71	-.25	-.29
	Diploma (university) & more	-.11	.22	.11	.44	.50	.00	1.13	.63	1.11	.56	-.22	.22	-.38	.00

Table 117 – Changes in Life due to Telework by Work Characteristics

		Starting work earlier	Starting work later	Finishing work earlier	Finishing work later	Taking breaks	Long breaks	Work in the evening	Work at the weekend	Having control of when and how to work	Feeling a job satisfaction	Work related stress	Feeling of job security	Frustration about technical support	Frustration about other forms of organisational support
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Governemnt organisation / departament	.75	-.22	-.11	1.40	-.22	-1.00	1.40	1.00	1.60	1.20	-.50	.67	.13	.00
	Parastatal company	.00	.67	.50	-.67	-.75	-.50	1.33	1.33	.75	.75	.00	.25	-.75	-.25
	Private company	-1.50	1.75	1.00	-.50	1.00	1.00	1.50	.75	2.00	1.00	-.25	.00	-.75	-.25
What is your present role	Full time	.10	.36	.45	.50	.45	-.10	1.27	.80	1.25	.83	-.42	.64	-.40	-.22
	Part time	-.17	.60	.00	.80	-1.00	-1.00	1.67	1.33	2.00	1.50	-.17	.00	-.17	.00
Basis	Casual	-1.00	1.00	1.00	-1.00	1.00	1.00	1.00	1.00	2.00	2.00	-2.00	.	1.00	1.00
	Permanent - fixed term contract	.40	.20	.60	.60	-.40	-.80	.80	.00	1.20	1.40	-.80	.40	-.20	-.40
	Permanent - indefinite contract	-.10	.50	.09	.73	.00	-.33	1.73	1.36	1.58	.83	.00	.45	-.50	-.11
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	-1.33	1.67	-.33	.67	-.33	-.33	1.67	2.00	2.00	1.33	1.67	.33	-.67	.00
	Professionals (employed or self employed)	.57	-.14	.14	.71	.29	.33	1.38	.75	1.50	.50	-.50	.17	.00	.33
	Clerical employees	.00	.60	.67	.50	-.33	-1.20	1.80	1.25	1.50	1.67	-1.00	.67	-.67	-.80
How long have you been with this company?	<3 yrs	-.50	1.33	.83	.17	.33	.17	1.40	.25	1.33	.83	-.67	.40	-.33	-.17
	6+ yrs	.33	-.11	-.10	.90	-.30	-.75	1.64	1.45	1.73	1.18	-.09	.40	-.44	-.13
How long have you been in the present role?	<3 yrs	.13	.50	.56	.78	.50	-.13	1.50	.86	1.56	1.11	-.78	.75	-.13	-.14
	3 - 6 yrs	1.50	-2.00	1.50	-1.00	-2.00	-2.00	1.50	.50	2.00	1.50	.00	.00	-.50	.00
	6+ yrs	-.80	.83	-.80	.67	-.17	-.40	1.67	1.67	1.50	.83	.33	.00	-.80	-.20
How long have you been in this telework?	<3 yrs	.20	.18	-.20	.73	-.20	-.56	1.60	1.33	1.55	1.18	-.09	.40	-.67	-.22
	3 - 6 yrs	.00	1.00	.80	.75	-.20	-.50	1.40	1.40	1.60	1.20	-.40	.50	.40	.50
	6+ yrs	-2.00	2.00	2.00	-1.00	2.00	2.00	2.00	-2.00	2.00	-1.00	-2.00	.00	-2.00	-2.00
Do you have employees reporting to you?	Yes	.29	.17	-.14	1.00	-.33	-.20	1.43	1.57	1.71	1.14	.71	.43	-.33	.17
	No	-.22	.60	.60	.36	.09	-.50	1.40	.56	1.36	1.00	-1.00	.44	-.30	-.33
Which of the following best describes your role?	Administration	-.75	.75	.00	1.00	-.20	-1.20	1.50	1.50	1.20	1.20	-.60	.40	-.20	-.25
	Customer care	2.00	2.00	2.00	2.00	.00	.00	2.00	.	2.00	2.00	.00	2.00	.00	.00
	Human Resources	1.00	-2.00	1.00	-1.00	-2.00	-2.00	1.00	-1.00	2.00	2.00	-1.00	.00	-1.00	-1.00
	IT / ITC	1.40	-.80	-.20	1.40	-.20	-.50	1.17	1.00	1.33	.67	-.17	.40	.50	.75
	Marketing	-2.00	2.00	2.00	-2.00	2.00	2.00	1.00	2.00	2.00	2.00	2.00	.00	-2.00	.00
	Others	-1.25	1.50	.25	-.25	.25	.67	1.75	.75	1.75	.75	-.75	.33	-.75	-.75

6.5.2 Change in Hours Worked

A total of 13 teleworkers (or 72.2% of research participants) did not notice any change in the number of hours they worked, while 4 teleworkers (or 22.2% of participants) noted a decrease in such hours. Only one participant increased her working hours since turning to telework. The changes in hours worked is set out in Table 119 below. This analysis also shows that part-time teleworkers were more inclined to decrease their hours than their full-time counterparts did.

Table 118 – Change in Hours Worked from Previous Non-Telework Job

		Frequency	Valid Percent
Valid	Decreased	4	22.2
	Unchanged	13	72.2
	Increased	1	5.6
	Total	18	100.0

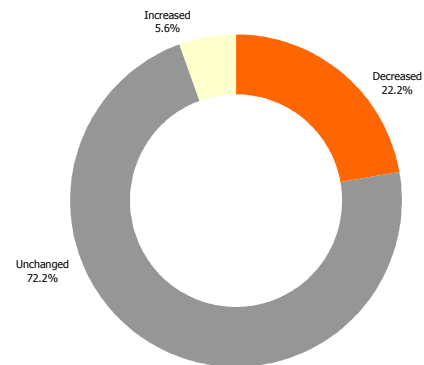


Table 119 – Change in the Number of Hours Worked from Previous Non-Telework Job

		Overall do you think your hours worked during the last four weeks are different from what you worked in your previous, non-teleworking job?		
		Decreased	Unchanged	Increased
		Count	Count	Count
By how many hours?	Less than 5 hours weekly	2	0	0
	5 - 10 hours weekly	1	0	1
	11 -15 hours weekly	0	0	0
	16 hours +	1	0	0
	No answer	0	0	0

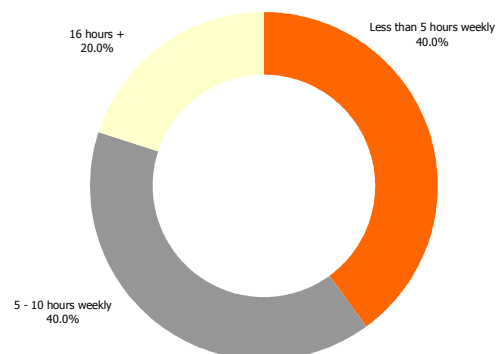


Table 120 – Change in Hours Worked from Previous Non-Telework Job by Respondent Characteristics

		Overall do you think your hours worked during the last four weeks are different from what you worked in your previous, non-teleworking job?					
		Decreased		Unchanged		Increased	
		Count	Row N %	Count	Row N %	Count	Row N %
Gender	Male	1	25.0%	3	75.0%	0	.0%
	Female	3	21.4%	10	71.4%	1	7.1%
Age	18-29	1	25.0%	3	75.0%	0	.0%
	30-39	2	18.2%	8	72.7%	1	9.1%
	40-54	1	33.3%	2	66.7%	0	.0%
How would you describe your status	Married or living with partner	3	21.4%	10	71.4%	1	7.1%
	Never married, living with parents	1	25.0%	3	75.0%	0	.0%
Do you have caring responsibilities at home	Yes	2	15.4%	10	76.9%	1	7.7%
	No	2	66.7%	1	33.3%	0	.0%
Caring Responsibilities - Kids	Kids - under 2 years	1	50.0%	1	50.0%	0	.0%
	Kids - under 5 years	1	20.0%	3	60.0%	1	20.0%
	Kids - under 16 years	0	.0%	5	100.0%	0	.0%
	Kids - over 16 years	0	.0%	1	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	1	33.3%	2	66.7%	0	.0%
	No	3	20.0%	11	73.3%	1	6.7%
How much time do you spend in domestic work	<1hr	2	66.7%	1	33.3%	0	.0%
	1-3 hrs	0	.0%	3	100.0%	0	.0%
	3-5 hrs	1	50.0%	0	.0%	1	50.0%
	5-7 hrs	1	16.7%	5	83.3%	0	.0%
	>9 hours	0	.0%	3	100.0%	0	.0%
What is the highest level of education you attended	Post secondary & less	1	11.1%	8	88.9%	0	.0%
	Diploma (university) & more	3	33.3%	5	55.6%	1	11.1%

Table 121 – Change in Hours Worked from Previous Non-Telework Job by Work Characteristics

		Overall do you think your hours worked during the last four weeks are different from what you worked in your previous, non-teleworking job?					
		Decreased		Unchanged		Increased	
		Count	Row N %	Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / departament	1	10.0%	8	80.0%	1	10.0%
	Parastatal company	0	.0%	4	100.0%	0	.0%
	Private company	3	75.0%	1	25.0%	0	.0%
What is your present role	Full time	2	16.7%	9	75.0%	1	8.3%
	Part time	2	33.3%	4	66.7%	0	.0%
Basis	Casual	1	100.0%	0	.0%	0	.0%
	Permanent - fixed term contract	0	.0%	5	100.0%	0	.0%
	Permanent - indefinite contract	3	25.0%	8	66.7%	1	8.3%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2	66.7%	1	33.3%	0	.0%
	Professionals (employed or self employed)	2	25.0%	5	62.5%	1	12.5%
	Clerical employees	0	.0%	6	100.0%	0	.0%
How long have you been with this company?	<3 yrs	2	33.3%	4	66.7%	0	.0%
	6+ yrs	2	18.2%	8	72.7%	1	9.1%
How long have you been in the present role?	<3 yrs	2	22.2%	6	66.7%	1	11.1%
	3 - 6 yrs	0	.0%	2	100.0%	0	.0%
	6+ yrs	2	33.3%	4	66.7%	0	.0%
How long have you been in this telework?	<3 yrs	2	18.2%	8	72.7%	1	9.1%
	3 - 6 yrs	2	40.0%	3	60.0%	0	.0%
	6+ yrs	0	.0%	1	100.0%	0	.0%
Do you have employees reporting to you?	Yes	2	28.6%	4	57.1%	1	14.3%
	No	2	18.2%	9	81.8%	0	.0%
Which of the following best describes your role?	Administration	0	.0%	5	100.0%	0	.0%
	Customer care	0	.0%	1	100.0%	0	.0%
	Human Resources	0	.0%	1	100.0%	0	.0%
	IT / ITC	1	16.7%	4	66.7%	1	16.7%
	Marketing	1	100.0%	0	.0%	0	.0%
	Others	2	50.0%	2	50.0%	0	.0%

6.5.3 Take-Up of Alternative Paid Work

A total of 10 (or 55.6%) of participating teleworkers declared that it would have not been possible for them to take up paid work, if it were not for telework. These were mostly workers aged 40 to 54 year, having caring responsibilities (parents), spending more than 5 hours in domestic work daily or participants having a post secondary level of education or less. Similarly, professionals or teleworkers with more than 6 years' experience with their company and having no employees reporting to them mostly declared that it would have not been possible to take up paid work for them, if it were not for telework.

Table 122 – Possibility of Taking-Up Paid Work Other than by Teleworking

		Frequency	Valid Percent
Valid	Yes	8	44.4
	No	10	55.6
	Total	18	100.0

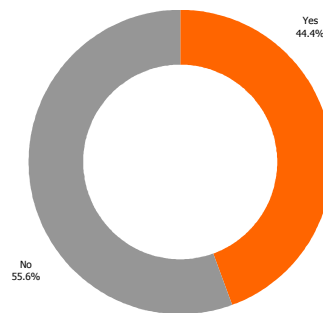


Table 123 – Possibility of Taking-Up Paid Work Other than by Teleworking by Respondent Characteristics

		If it were not for telework, would it have been possible to take up paid work?			
		Yes		No	
		Count	Row N %	Count	Row N %
Gender	Male	2	50.0%	2	50.0%
	Female	6	42.9%	8	57.1%
Age	18-29	2	50.0%	2	50.0%
	30-39	6	54.5%	5	45.5%
	40-54	0	.0%	3	100.0%
How would you describe your status	Married or living with partner	6	42.9%	8	57.1%
	Never married, living with parents	2	50.0%	2	50.0%
Do you have caring responsibilities at home	Yes	5	38.5%	8	61.5%
	No	1	33.3%	2	66.7%
Caring Responsibilities - Kids	Kids - under 2 years	1	50.0%	1	50.0%
	Kids - under 5 years	2	40.0%	3	60.0%
	Kids - under 16 years	4	80.0%	1	20.0%
	Kids - over 16 years	0	.0%	1	100.0%
Caring Responsibilities - Parents	Yes	1	33.3%	2	66.7%
	No	7	46.7%	8	53.3%
How much time do you spend in domestic work	<1hr	2	66.7%	1	33.3%
	1-3 hrs	2	66.7%	1	33.3%
	3-5 hrs	1	50.0%	1	50.0%
	5-7 hrs	2	33.3%	4	66.7%
	>9 hours	1	33.3%	2	66.7%
What is the highest level of education you attended	Post secondary & less	3	33.3%	6	66.7%
	Diploma (university) & more	5	55.6%	4	44.4%

Table 124 – Possibility of Taking-Up Paid Work Other than by Teleworking by Work Characteristics

		If it were not for telework, would it have been possible to take up paid work?			
		Yes		No	
		Count	Row N %	Count	Row N %
How can you describe the company	Governmnt organisation / departament	4	40.0%	6	60.0%
	Parastatal company	2	50.0%	2	50.0%
	Publicly listed company	0	.0%	0	.0%
	Private company	2	50.0%	2	50.0%
	Commercial partnership	0	.0%	0	.0%
	Non-profit organisation	0	.0%	0	.0%
What is your present role	Full time	5	41.7%	7	58.3%
	Part time	3	50.0%	3	50.0%
Basis	Casual	0	.0%	1	100.0%
	Permanent - fixed term contract	4	80.0%	1	20.0%
	Permenent - indefinate contract	4	33.3%	8	66.7%
How long have you been with this company?	<3 yrs	4	66.7%	2	33.3%
	3 - 6 yrs	0	.0%	0	.0%
	6+ yrs	4	36.4%	7	63.6%
How long have you been in the present role?	<3 yrs	5	55.6%	4	44.4%
	3 - 6 yrs	1	50.0%	1	50.0%
	6+ yrs	2	33.3%	4	66.7%
How long have you been in this telework?	<3 yrs	6	54.5%	5	45.5%
	3 - 6 yrs	2	40.0%	3	60.0%
	6+ yrs	0	.0%	1	100.0%
Do you have employees reporting to you?	Yes	4	57.1%	3	42.9%
	No	4	36.4%	7	63.6%
Which of the following best describes your role?	Administration	3	60.0%	2	40.0%
	Customer care	1	100.0%	0	.0%
	Delivery / Distribution	0	.0%	0	.0%
	Finance	0	.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	1	16.7%	5	83.3%
	Mantenanace	0	.0%	0	.0%
	Marketing	1	100.0%	0	.0%
	Operations	0	.0%	0	.0%
	Sales	0	.0%	0	.0%
	Others	1	25.0%	3	75.0%

The reason given by participants who declared that it would not be possible for them to take-up paid work other than by teleworking related primarily to the caring of children or other people at home – a feature among six teleworkers (50% of such respondents).

Table 125 – Reasons for the Impossibility to Take-Up Paid work Other than by Teleworking

	Frequency	Valid Percent
Caring for children (as a single parent)	0	0.0
Temporary disability	0	0.0
Caring for children (with partner)	6	50.0
Poor health / illness	2	16.7
Caring for adults	2	16.7
Could not perform effectively	0	0.0
Permanent disability	1	8.3
Other	1	8.3
Total	12	100.0

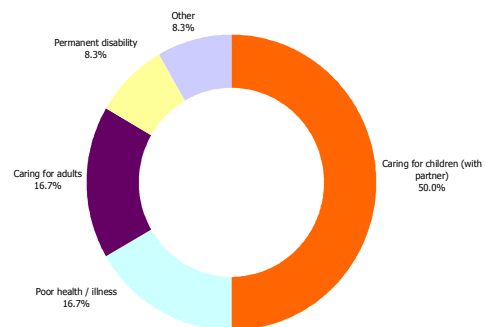


Table 126 – Reasons for the Impossibility to Take-Up Paid Work Other than Telework by Respondent Characteristics

		Caring for children (with partner)		Poor health / illness		Caring for adults		Permanent disability		Other %	
		N	%	N	%	N	%	N	%		
Gender	Male	0	0.0	1	50.0	0	0.0	0	0.0	1	50.0
	Female	6	60.0	1	10.0	2	20.0	1	10.0	0	0.0
Age	18-29	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
	30-39	5	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	40-54	1	16.7	1	16.7	2	33.3	1	16.7	1	16.7
How would you describe your status	Married or living with partner	6	66.7	1	11.1	1	11.1	0	0.0	1	11.1
	Never married, living with parents	0	0.0	1	33.3	1	33.3	1	33.3	0	0.0
Do you have caring responsibilities at home	Yes	6	54.5	2	18.2	2	18.2	1	9.1	0	0.0
	No	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
Caring Responsibilities - Kids	Kids - under 2 years	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	Kids - under 5 years	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	Kids - over 16 years	0	0.0	1	33.3	1	33.3	1	33.3	0	0.0
Caring Responsibilities - Parents	Yes	2	40.0	1	20.0	1	20.0	1	20.0	0	0.0
	No	4	57.1	1	14.3	1	14.3	0	0.0	1	14.3
How much time do you spend in domestic work	<1hr	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
	1-3 hrs	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0
	3-5 hrs	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	5-7 hrs	2	40.0	1	20.0	1	20.0	1	20.0	0	0.0
	>9 hours	2	66.7	0	0.0	1	33.3	0	0.0	0	0.0
What is the highest level of education you attended	Post secondary & less	2	25.0	2	25.0	2	25.0	1	12.5	1	12.5
	Diploma (university) & more	4	100.0	0	0.0	0	0.0	0	0.0	0	0.0

Table 127 – Reasons for the Impossibility to Take-Up Paid Work by Work Characteristics

		Caring for children (with partner)		Poor health / illness		Caring for adults		Permanent disability		Other %	
		N	%	N	%	N	%	N	%		
How can you describe the company	Governemrt organisation / department	3	37.5	2	25.0	2	25.0	1	12.5	0	0.0
	Parastatal company	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	Private company	2	66.7	0	0.0	0	0.0	0	0.0	1	33.3
What is your present role	Full time	5	55.6	2	22.2	1	11.1	1	11.1	0	0.0
	Part time	1	33.3	0	0.0	1	33.3	0	0.0	1	33.3
Basis	Casual	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0
	Permanent - indefinite contract	6	54.5	2	18.2	2	18.2	1	9.1	0	0.0
Which of the following describes best your level of responsibility	Senior managers/ officials, directors, owners	2	66.7	0	0.0	1	33.3	0	0.0	0	0.0
	Professionals (employed or self employed)	3	60.0	1	20.0	0	0.0	0	0.0	1	20.0
	Clerical employees	1	25.0	1	25.0	1	25.0	1	25.0	0	0.0
How long have you been with this company?	<3 yrs	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0
	6+ yrs	5	50.0	2	20.0	2	20.0	1	10.0	0	0.0
How long have you been in the present role?	<3 yrs	2	33.3	1	16.7	1	16.7	1	16.7	1	16.7
	6+ yrs	4	66.7	1	16.7	1	16.7	0	0.0	0	0.0
How long have you been in this telework?	<3 yrs	5	71.4	1	14.3	1	14.3	0	0.0	0	0.0
	3 - 6 yrs	0	0.0	1	25.0	1	25.0	1	25.0	1	25.0
	6+ yrs	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Do you have employees reporting to you?	Yes	3	75.0	0	0.0	1	25.0	0	0.0	0	0.0
	No	3	37.5	2	25.0	1	12.5	1	12.5	1	12.5
Which of the following best describes your role?	Administration	1	20.0	1	20.0	2	40.0	1	20.0	0	0.0
	IT / ITC	2	66.7	1	33.3	0	0.0	0	0.0	0	0.0
	Marketing	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	Others	2	66.7	0	0.0	0	0.0	0	0.0	1	33.3
	Customer care	1	50.0	0	0.0	1	50.0	0	0.0	0	0.0
	Human Resources	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
	IT / ITC	5	45.5	0	0.0	6	54.5	0	0.0	0	0.0
	Marketing	1	50.0	0	0.0	1	50.0	0	0.0	0	0.0
	Others	2	33.3	0	0.0	4	66.7	0	0.0	0	0.0

6.5.4 Effect of Telework on Work Life

Participants were overall positive about the effect of telework on their work life. Indeed, they claimed an improved balance between life and work, an improved quality of life, improved social life and experienced less conflict at home, apart from claiming improvements in their health.

It was also observed that participants;

- with caring responsibilities (for parents) were significantly more positive in relation to the integration with work colleagues,
- with children under 2 years of age and over 16 years of age were significantly more positive in relation to keeping in touch with their social world, and
- employed with the company for more than 6 years were significantly more positive in relation to the improved balance between life and work.

Table 128 – Effect of Telework on Work Life

N	Minimum	Maximum	Mean	Standard Deviation
17	Completely isolated from work colleagues	Completely integrated with work colleagues	0.12	0.857
17	Completely isolated from my social world	Completely in touch with my social world	0.18	1.074
17	Negative about my social life	Positive about my social life	0.82	1.015
16	More isolated owing to telework	Less isolated owing to telework	0.19	1.047
17	Deteriorated quality of life	Improved quality of life	0.94	0.966
17	Deteriorated balance between life & work	Improved balance between life & work	1.18	1.015
16	More conflict at home	Less conflict at home	0.81	1.047
17	Deteriorated health	Improved health	0.76	1.200

Figure 30– Effect of Telework on Work Life

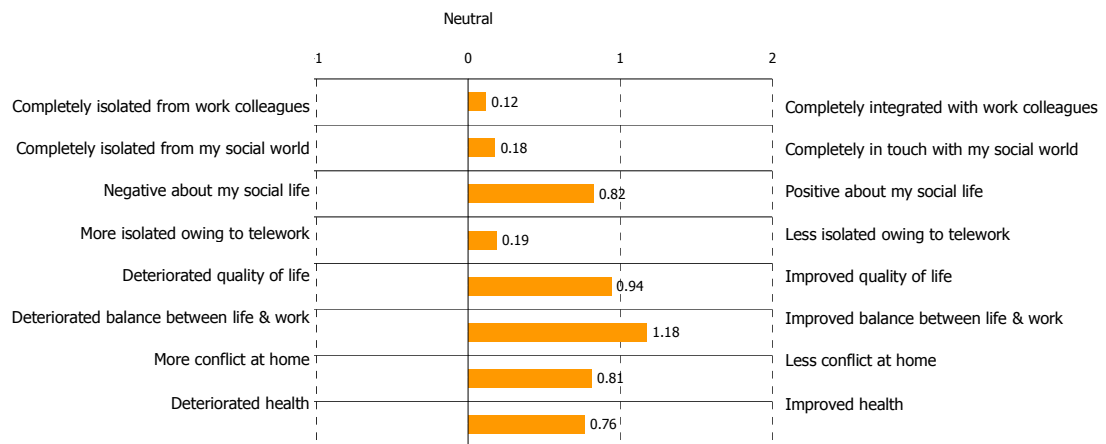


Table 129 – Effect of Telework on Work Life by Respondent Characteristics

		Completely isolated from work colleagues	Completely isolated from my social world	Negative about my social life	More isolated owing to telework	Deteriorated quality of life	Deteriorated balance between life & work	More conflict at home	Deteriorated health
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	.33	.33	.33	.50	.33	.50	.33	.33
	Female	.07	.14	.93	.14	1.07	1.38	.92	.86
Age	18-29	.00	.00	1.00	.00	.67	1.00	.33	.67
	30-39	-.10	.18	.91	.10	1.18	1.36	1.00	1.00
	40-54	1.00	.33	.33	.67	.33	.50	.50	.00
How would you describe your status	Married or living with partner	.00	.08	.69	.08	.92	1.15	.83	.69
	Never married, living with parents	.50	.50	1.25	.50	1.00	1.25	.75	1.00
Do you have caring responsibilities at home	Yes	.00	.17	.83	.00	1.08	1.33	1.00	.92
	No	.67	.00	.33	.67	.00	.33	.00	-.33
Caring Responsibilities - Kids	Kids - under 2 years	-.50	1.50	2.00	.00	2.00	2.00	1.00	2.00
	Kids - under 5 years	-.20	-.60	.60	-.40	.80	1.20	.60	.80
	Kids - under 16 years	.00	.40	.80	.50	1.20	1.20	1.20	1.00
	Kids - over 16 years	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Caring Responsibilities - Parents	Yes	1.00	.67	1.67	1.00	1.33	1.33	.67	1.33
	No	-.07	.07	.64	.00	.86	1.14	.85	.64
How much time do you spend in domestic work	<1hr	.00	-.33	.00	.00	.00	.00	-.33	.33
	1-3 hrs	.00	.50	1.00	.00	1.00	1.00	1.00	1.00
	3-5 hrs	.00	.50	1.00	-.50	1.50	2.00	.50	1.50
	5-7 hrs	.50	.17	1.00	.83	1.33	1.50	1.33	1.00
	>9 hours	-.67	.00	.67	-.67	.67	1.00	1.00	-.33
What is the highest level of education you attended	Post secondary & less	.33	.00	.63	.50	.75	1.00	1.00	.63
	Diploma (university) & more	-.13	.33	1.00	-.13	1.11	1.33	.67	.89

Table 130 – Effect of Telework on Work Life by Work Characteristics

		Completely isolated from work colleagues	Completely isolated from my social world	Negative about my social life	More isolated owing to telework	Deteriorated quality of life	Deteriorated balance between life & work	More conflict at home	Deteriorated health
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Government organisation / department	.22	.11	1.00	.13	1.11	1.56	1.25	.67
	Parastatal company	.00	.00	.50	.25	.75	.75	.50	1.00
	Private company	.00	.50	.75	.25	.75	.75	.25	.75
What is your present role	Full time	.09	.36	1.09	.10	1.09	1.25	.73	.91
	Part time	.17	-.17	.33	.33	.67	1.00	1.00	.50
Basis	Casual	1.00	.00	-1.00	1.00	-1.00	-1.00	-1.00	-1.00
	Permanent - fixed term contract	.00	.00	1.00	.20	.80	1.20	1.00	.60
	Permanent - indefinite contract	.09	.27	.91	.10	1.18	1.36	.90	1.00
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	.00	-.33	.67	-.33	.67	1.00	.00	.33
	Professionals (employed or self employed)	.00	.43	.43	.17	1.00	1.13	.86	.71
	Clerical employees	.17	.00	1.17	.33	1.00	1.17	1.00	1.17
How long have you been with this company?	<3 yrs	-.33	.00	.33	-.17	.33	.33	.17	.50
	6+ yrs	.30	.20	1.00	.33	1.30	1.60	1.22	1.00
How long have you been in the present role?	<3 yrs	.00	.33	.67	.00	.78	.89	.67	.89
	3 - 6 yrs	-.50	.00	.50	.00	1.50	2.00	2.00	2.00
	6+ yrs	.33	-.20	1.00	.40	1.00	1.20	.50	.20
How long have you been in this telework?	<3 yrs	-.10	-.20	.90	-.22	1.00	1.30	.78	.80
	3 - 6 yrs	.60	.40	.20	.80	.60	.60	.60	.60
	6+ yrs	-1.00	2.00	2.00	.00	2.00	2.00	2.00	2.00
Do you have employees reporting to you?	Yes	.00	.14	.57	-.17	1.00	1.33	.83	.86
	No	.18	.20	1.00	.40	.90	1.09	.80	.70
Which of the following best describes your role?	Administration	.40	.40	1.00	.40	1.00	1.25	1.00	.80
	Customer care	-1.00	-1.00	.00	-1.00	.00	.00	.00	.00
	Human Resources	-1.00	-1.00	1.00	-1.00	1.00	2.00	2.00	2.00
	IT / ITC	.20	.40	.80	.25	1.40	1.67	1.20	.80
	Marketing	.00	1.00	2.00	.00	2.00	2.00	.00	2.00
	Others	.25	.00	.50	.50	.25	.25	.25	.25

6.5.5 Changes Experienced in Personal Health

Participants were also positive about the effect of telework on their personal health, with the strongest reasons relating to the difficulty of having a full-time job and coping with children without this being too taxing on personal health. Other participants also quoted improvements in respect to their asthma and their need for an adequate work environment. A relatively strong effect accruing from telework related to changes in levels of personal stress and changes in domestic harmony. Changes in diet received the lower responses overall although participants who were never married or living with parents regarded this change to have a considerable effect on their health.

More specifically, teleworkers who had been in their present role for more than 3 years perceived lower changes in work and personal stress levels than other groups, while teleworkers in the job for more than 3 years perceived higher changes in work and personal stress levels than other groups.

Table 131 – Changes Experienced in Personal Health

	Minimum N (No effect at all)	Maximum (Strong effect)	Mean	Std. Deviation	
Changes in levels of work stress	12	0	4	2.25	1.357
Changes in levels of personal stress	12	0	4	2.75	1.288
Changes domestic harmony	12	1	4	2.58	.793
Changes in driving requirements	11	0	4	1.82	1.537
Changes in physical exercise	11	0	4	1.91	1.578
Changes in diet	9	0	3	1.22	.972
Other reasons	3	1	4	3.00	1.732

Figure 31– Changes Experienced in Personal Health

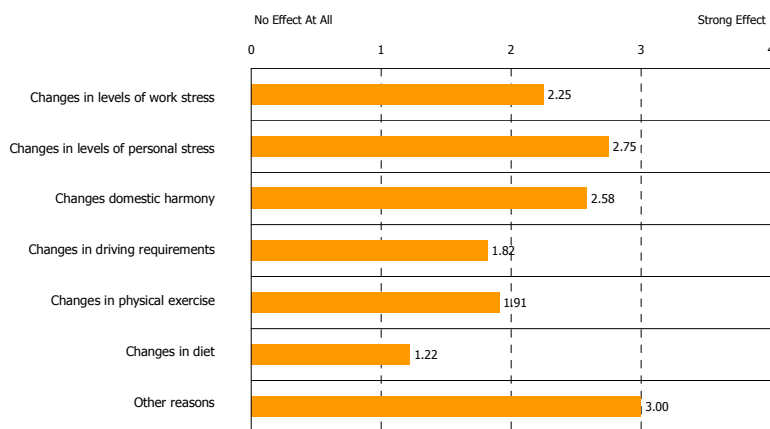


Table 132 – Changes Experienced in Personal Health by Respondent Characteristics

		Changes in levels of work stress	Changes in levels of personal stress	Changes domestic harmony	Changes in driving requirements	Changes in physical exercise	Changes in diet	Other reasons
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	3.50	3.50	2.50	1.50	1.50	.50	.
	Female	2.00	2.60	2.60	1.89	2.00	1.43	3.00
Age	18-29	2.00	3.00	1.00	4.00	1.00	3.00	.
	30-39	1.75	2.38	2.75	1.38	1.63	1.00	3.00
	40-54	3.67	3.67	2.67	2.50	3.50	1.00	.
How would you describe your status	Married or living with partner	2.10	2.60	2.60	1.60	1.78	1.00	3.00
	Never married, living with parents	3.00	3.50	2.50	4.00	2.50	3.00	.
Do you have caring responsibilities at home	Yes	2.11	2.56	2.78	1.25	1.75	.83	2.50
	No	4.00	4.00	2.00	3.00	3.00	1.00	.
Caring Responsibilities - Kids	Kids - under 2 years	2.00	2.50	3.00	1.50	3.00	2.00	.
	Kids - under 5 years	1.25	2.25	2.00	1.75	1.25	1.25	2.50
	Kids - under 16 years	2.33	2.67	3.00	1.67	1.00	1.00	4.00
	Kids - over 16 years	4.00	4.00	4.00	.	4.00	.	.
Caring Responsibilities - Parents	Yes	2.50	2.50	3.50	3.00	3.00	.	.
	No	2.20	2.80	2.40	1.70	1.67	1.22	3.00
How much time do you spend in domestic work	<1hr	3.00	3.50	1.50	3.50	2.00	2.00	.
	1-3 hrs	3.00	3.00	3.00	.00	.00	.00	.
	3-5 hrs	2.00	2.50	3.00	3.00	1.50	1.00	1.00
	5-7 hrs	1.60	2.20	2.80	1.25	2.00	1.00	4.00
	>9 hours	3.00	3.50	2.50	1.00	4.00	2.00	.
What is the highest level of education you attended	Post secondary & less	2.50	2.67	2.67	2.00	2.00	1.25	4.00
	Diploma (university) & more	2.00	2.83	2.50	1.67	1.83	1.20	2.50

Table 133 – Changes Experienced in Personal Health by Work Characteristics

		Changes in levels of work stress	Changes in levels of personal stress	Changes domestic harmony	Changes in driving requirements	Changes in physical exercise	Changes in diet	Other reasons
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Govermemnt organisation / departament	2.14	2.71	2.71	1.33	1.83	.80	3.00
	Parastatal company	2.00	2.50	2.00	3.00	.50	2.00	.
	Private company	2.67	3.00	2.67	2.00	3.00	1.50	.
What is your present role	Full time	2.29	3.00	2.71	1.67	2.14	1.20	2.50
	Part time	2.20	2.40	2.40	2.00	1.50	1.25	4.00
Basis	Casual	4.00	4.00	2.00	3.00	3.00	1.00	.
	Permanent - fixed term contract	1.00	1.50	2.50	1.50	1.50	1.50	4.00
	Permanent - indefinite contract	2.33	2.89	2.67	1.75	1.88	1.17	2.50
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2.00	2.00	2.50	2.50	2.00	.	.
	Professionals (employed or self employed)	2.50	3.17	2.67	1.33	1.83	.83	2.50
	Clerical employees	2.00	2.50	2.50	2.33	2.00	2.00	4.00
How long have you been with this company?	<3 yrs	3.00	3.67	2.00	2.33	2.67	2.00	.
	6+ yrs	2.00	2.44	2.78	1.63	1.63	.83	3.00
How long have you been in the present role?	<3 yrs	3.17	3.67	2.67	2.00	2.17	1.40	1.00
	3 - 6 yrs	1.00	1.00	2.50	1.00	.00	1.00	.
	6+ yrs	1.50	2.25	2.50	2.00	2.67	1.00	4.00
How long have you been in this telework?	<3 yrs	1.75	2.38	2.38	1.88	1.43	1.17	3.00
	3 - 6 yrs	3.33	3.33	3.00	2.50	2.33	1.00	.
	6+ yrs	3.00	4.00	3.00	.00	4.00	2.00	.
Do you have employees reporting to you?	Yes	2.40	2.60	2.80	2.00	.75	.67	1.00
	No	2.14	2.86	2.43	1.67	2.57	1.50	4.00
Which of the following best describes your role?	Administration	2.75	3.25	2.50	3.00	2.67	2.50	4.00
	Customer care
	Human Resources	.00	.00	2.00	.00	.00	1.00	.
	IT / ITC	2.00	2.75	2.75	1.25	1.00	.50	2.50
	Marketing	1.00	1.00	3.00	3.00	2.00	.	.
	Others	3.50	4.00	2.50	1.50	3.50	1.50	.

6.5.6 Separate Permanent Areas for Telework Activities

Fourteen (or 82.4%) of participating teleworkers actually enjoyed a separate permanent area available for telework activities. Notwithstanding, participants who

- were female or
- aged 18 to 29 or
- not married or living with parents or
- with no caring responsibilities at home, or
- spending less than an hour in domestic work, or
- with a diploma level of education

were mostly the participants that did not have such facility.

Table 134 – Availability of a Separate Permanent Area for Telework Activities

		Frequency	Valid Percent
Valid	Yes	14	82.4
	No	3	17.6
	Total	17	100.0

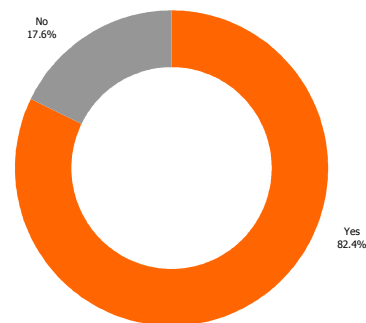


Table 135 – Availability of a Separate Permanent Area for Telework Activities by Respondent Characteristics

		Do you have a permanent area for your telework activities that is separate from your other domestic areas?			
		Yes		No	
		Count	Row N %	Count	Row N %
Gender	Male	3	100.0%	0	.0%
	Female	11	78.6%	3	21.4%
Age	18-29	2	50.0%	2	50.0%
	30-39	9	90.0%	1	10.0%
	40-54	3	100.0%	0	.0%
How would you describe your status	Married or living with partner	12	92.3%	1	7.7%
	Never married, living with parents	2	50.0%	2	50.0%
Do you have caring responsibilities at home	Yes	11	91.7%	1	8.3%
	No	1	33.3%	2	66.7%
Caring Responsibilities - Kids	Kids - under 2 years	2	100.0%	0	.0%
	Kids - under 5 years	4	80.0%	1	20.0%
	Kids - under 16 years	4	100.0%	0	.0%
	Kids - over 16 years	1	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	3	100.0%	0	.0%
	No	11	78.6%	3	21.4%
How much time do you spend in domestic work	<1hr	2	66.7%	1	33.3%
	1-3 hrs	2	100.0%	0	.0%
	3-5 hrs	2	100.0%	0	.0%
	5-7 hrs	5	83.3%	1	16.7%
	>9 hours	3	100.0%	0	.0%
What is the highest level of education you attended	Post secondary & less	9	100.0%	0	.0%
	Diploma (university) & more	5	62.5%	3	37.5%

Table 136 – Availability of a Separate Permanent Area for Telework Activities by Work Characteristics

		Do you have a permanent area for your telework activities that is separate from your other domestic areas?			
		Yes		No	
		Count	Row N %	Count	Row N %
How can you describe the company	Governemnt organisation / departament	8	80.0%	2	20.0%
	Parastatal company	3	100.0%	0	.0%
	Private company	3	75.0%	1	25.0%
What is your present role	Full time	9	81.8%	2	18.2%
	Part time	5	83.3%	1	16.7%
Basis	Casual	1	100.0%	0	.0%
	Permanent - fixed term contract	3	75.0%	1	25.0%
	Permanent - indefinite contract	10	83.3%	2	16.7%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2	66.7%	1	33.3%
	Professionals (employed or self employed)	6	85.7%	1	14.3%
	Clerical employees	6	100.0%	0	.0%
How long have you been with this company?	<3 yrs	4	80.0%	1	20.0%
	6+ yrs	10	90.9%	1	9.1%
How long have you been in the present role?	<3 yrs	7	87.5%	1	12.5%
	3 - 6 yrs	2	100.0%	0	.0%
	6+ yrs	5	83.3%	1	16.7%
How long have you been in this telework?	<3 yrs	10	90.9%	1	9.1%
	3 - 6 yrs	3	75.0%	1	25.0%
	6+ yrs	1	100.0%	0	.0%
Do you have employees reporting to you?	Yes	5	83.3%	1	16.7%
	No	9	81.8%	2	18.2%
Which of the following best describes your role?	Administration	4	100.0%	0	.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	4	66.7%	2	33.3%
	Marketing	1	100.0%	0	.0%
	Others	3	75.0%	1	25.0%

The lack of space at home enabling an allocation of one area for work constituted the main reason for such lack of facilities. Another relevant but less pronounced reason related to restrictions to stay in one place for work whilst coping with duties at home. No significant differences featured across respondent groups or work characteristics.

Table 137 – Reasons for Not Having Separate Permanent Area for Work

	N	Minimum (Strongly disagree)	Maximum (Strongly agree)	Mean	Std. Deviation
I prefer to work in different locations.	3	-1	2	.67	1.528
I do not have enough space at home to allocate one area for work	3	3	5	4.33	1.155
My telework does not permit me to stay in one place	2	1	2	1.50	.707
Duties at home do not allow me to stay in one place working.	2	1	4	2.50	2.121

Figure 32– Reasons for Not Having Separate Permanent Area for Work



Table 138 – Reasons for Not Having Separate Permanent Area for Work by Respondent Characteristics

		I prefer to work in different locations	I do not have enough space at home to allocate one area for work	My telework does not permit me to stay in one place	Duties at home do not allow me to stay in one place working
		Mean	Mean	Mean	Mean
Gender	Female	.67	4.33	1.50	2.50
Age	18-29	1.50	4.00	2.00	4.00
	30-39	-1.00	5.00	1.00	1.00
How would you describe your status	Married or living with partner	-1.00	5.00	1.00	1.00
	Never married, living with parents	1.50	4.00	2.00	4.00
Do you have caring responsibilities at home	Yes	-1.00	5.00	1.00	1.00
	No	1.50	4.00	2.00	4.00
Caring Responsibilities - Kids	Kids - under 5 years	-1.00	5.00	1.00	1.00
Caring Responsibilities - Parents	No	.67	4.33	1.50	2.50
How much time do you spend in domestic work	<1hr	2.00	5.00	2.00	4.00
	5-7 hrs	-1.00	5.00	1.00	1.00
What is the highest level of education	Diploma (university) & more	.67	4.33	1.50	2.50

Table 139 – Reasons for Not Having Separate Permanent Area for Work by Work Characteristics

		I prefer to work in different locations.	I do not have enough space at home to allocate one area for work	My telework does not permit me to stay in one place	Duties at home do not allow me to stay in one place working.
		Mean	Mean	Mean	Mean
How can you describe the company	Governement organisation / departament	.00	4.00	1.00	1.00
	Private company	2.00	5.00	2.00	4.00
What is your present role	Full time	.00	4.00	1.00	1.00
	Part time	2.00	5.00	2.00	4.00
Basis	Permanent - fixed term contract	1.00	3.00	.	.
	Permanent - indefinite contract	.50	5.00	1.50	2.50
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2.00	5.00	2.00	4.00
	Professionals (employed or self employed)	-1.00	5.00	1.00	1.00
How long have you been with this company?	<3 yrs	2.00	5.00	2.00	4.00
	6+ yrs	-1.00	5.00	1.00	1.00
How long have you been in the present role?	<3 yrs	2.00	5.00	2.00	4.00
	6+ yrs	-1.00	5.00	1.00	1.00
How long have you been in this telework?	<3 yrs	-1.00	5.00	1.00	1.00
	3 - 6 yrs	2.00	5.00	2.00	4.00
	6+ yrs
Do you have employees reporting to you?	Yes	2.00	5.00	2.00	4.00
	No	.00	4.00	1.00	1.00
Which of the following best describes your role?	IT / ITC	.00	4.00	1.00	1.00
	Others	2.00	5.00	2.00	4.00

6.5.7 Services outside Work

As a result of telework, meeting relatives and friends were the two activities that participants claimed to have increased, while use of childcare facilities became less common. However, responses were rather weak overall, where usage remained rather constant for other activities or services. Notwithstanding, differences amongst respondent characteristics related to:

- meeting of friends, where participants with no caring responsibilities showed a stronger increase than their counterparts. Similarly, participants with more than 6 years in telework also showed a significant increase in meeting friends.
- the usage of cafeteria, pubs and restaurants, where participants with no caring responsibilities showed an increase in contrast to their counterparts that showed a slight decrease,
- beauty services, where participants with more than 6 years in telework have relatively increased their usage when compared to newer teleworkers. Conversely, participants with more than 6 years in telework have relatively decreased their visits to shops when compared to newer teleworkers who increased marginally.

Table 140 – Change in Usage of Different Services Outside Work

	N	Minimum (Less happening/ usage)	Maximum (More happening/ usage)	Mean	Std. Deviation
Cafeteria / Pubs / Restaurants	16	-2	2	-.25	1.065
Sports facilities	17	-2	2	-.06	1.088
Childcare facilities	11	-2	2	-.55	1.214
Beauty services	16	0	1	.19	.403
Shops	17	-2	1	.24	.752
Meeting friends	17	0	2	.41	.712
Meeting relatives	17	0	2	.47	.800

Figure 33– Change in Usage of Different Services Outside Work

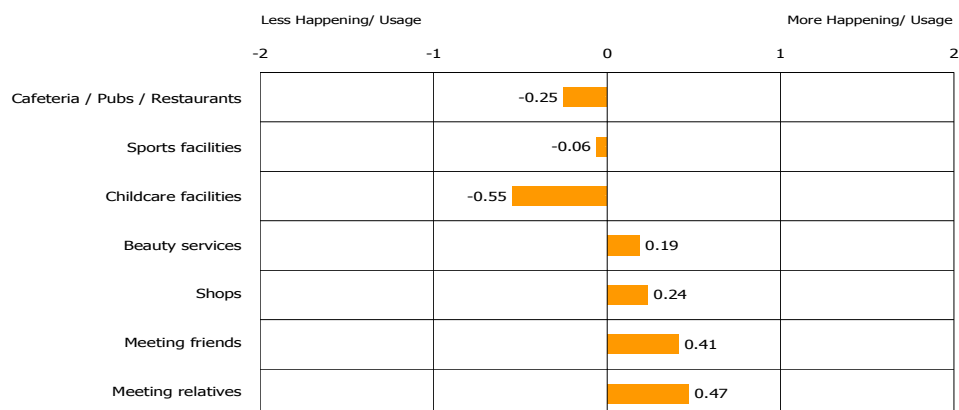


Table 141 – Change in Usage of Different Services Outside Work by Respondent Characteristics

		Cafeteria / Pubs / Restaurants	Sports facilities	Childcare facilities	Beauty services	Shops	Meeting friends	Meeting relatives
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	1.00	.33	.00	.00	.67	.33	.33
	Female	-.43	-.14	-.60	.21	.14	.43	.50
Age	18-29	.00	.00	.	.33	.75	.50	.00
	30-39	-.67	-.30	-.60	.20	.00	.40	.70
	40-54	.67	.67	.00	.00	.33	.33	.33
How would you describe your status	Married or living with partner	-.33	-.15	-.55	.17	.15	.38	.62
	Never married, living with parents	.00	.25	.	.25	.50	.50	.00
Do you have caring responsibilities at home	Yes	-.36	.00	-.80	.18	.00	.17	.42
	No	1.00	.33	.	.33	1.00	1.00	.33
Caring Responsibilities - Kids	Kids - under 2 years	-1.00	-.50	-1.00	.50	-1.00	1.00	1.00
	Kids - under 5 years	-.60	.00	-1.00	.20	.20	.00	.60
	Kids - under 16 years	-.67	-.50	.00	.00	.25	.50	.50
	Kids - over 16 years	.00	1.00	.	.00	.00	.00	.00
Caring Responsibilities - Parents	Yes	.00	.67	-2.00	.00	.00	.00	.00
	No	-.31	-.21	-.22	.23	.29	.50	.57
How much time do you spend in domestic work	<1hr	.67	-.33	.	.00	.67	.67	.33
	1-3 hrs	.00	.00	.00	.00	.50	.00	.00
	3-5 hrs	.00	.50	-1.50	.00	.00	.00	.50
	5-7 hrs	-.67	-.17	-.60	.17	.33	.33	.67
	>9 hours	-.67	-.67	.00	.33	-.67	.67	.67
What is the highest level of education you attended	Post secondary & less	.00	.00	-.50	.13	.44	.33	.56
	Diploma (university) & more	-.57	-.13	-.60	.25	.00	.50	.38

Table 142 – Change in Usage of Different Services Outside Work-by-Work Characteristics

		Cafeteria / Pubs / Restaurants	Sports facilities	Childcare facilities	Beauty services	Shops	Meeting friends	Meeting relatives
		Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Government organisation / department	-.44	.10	.00	.22	.40	.30	.50
	Parastatal company	-.33	.00	-2.00	.00	.00	.00	.00
	Private company	.25	-.50	-1.00	.25	.00	1.00	.75
What is your present role	Full time	-.50	.18	-.71	.20	.00	.27	.27
	Part time	.17	-.50	-.25	.17	.67	.67	.83
Basis	Casual	2.00	1.00	.	.00	1.00	1.00	1.00
	Permanent - fixed term contract	-.50	.00	.33	.50	.75	.75	1.00
	Permanent - indefinite contract	-.36	-.17	-.88	.09	.00	.25	.25
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	.33	-.33	-1.00	.00	.33	.33	.00
	Professionals (employed or self employed)	-.33	-.14	-.60	.17	.00	.43	.57
	Clerical employees	-.50	-.17	-.25	.17	.33	.33	.67
How long have you been with this company?	<3 yrs	.00	-.60	.00	.20	.00	.80	.60
	6+ yrs	-.40	.00	-.67	.10	.27	.18	.45
How long have you been in the present role?	<3 yrs	.00	-.25	-.25	.13	.00	.50	.50
	3 - 6 yrs	.00	.00	-1.50	.50	.50	.00	1.00
	6+ yrs	-.67	-.17	-.40	.00	.33	.33	.33
How long have you been in this telework?	<3 yrs	-.50	-.09	-.44	.10	.27	.18	.45
	3 - 6 yrs	.75	.00	-2.00	.00	.50	.50	.25
	6+ yrs	-2.00	-2.00	.00	1.00	-2.00	2.00	2.00
Do you have employees reporting to you?	Yes	.20	-.17	-1.00	.00	.17	.17	.17
	No	-.45	.00	-.17	.30	.27	.55	.64
Which of the following best describes your role?	Administration	-.75	-.25	1.00	.00	.25	.50	.50
	Customer care	.00	.00	.00	.00	.00	.00	.00
	Human Resources	.00	.00	-1.00	1.00	1.00	.00	2.00
	IT / ITC	-.40	.33	-.75	.20	.33	.17	.17
	Marketing	.00	1.00	-2.00	.00	.00	.00	.00
	Others	.25	-.75	-1.00	.25	.00	1.00	.75

6.6 Family & Personal Aspects

6.6.1 Change in Time Devoted to Domestic Work

As a result of telework, 15 or 83.3% of participants changed the time devoted to home or domestic work. This change was least pronounced among male teleworkers, married or living with partner, with caring responsibilities of kids at home.

Table 143 – Change in Time Devoted to Home/ Domestic Work

		Frequency	Valid Percent
Valid	Yes	15	83.3
	No	3	16.7
	Total	18	100.0

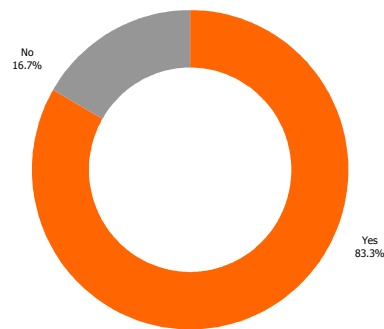


Table 144 – Change in Time Devoted to Home/ Domestic Work by Respondent Characteristics

		As a result of telework, did your time devoted to home / domestic work change?			
		Yes		No	
		Count	Row N %	Count	Row N %
Gender	Male	2	50.0%	2	50.0%
	Female	13	92.9%	1	7.1%
Age	18-29	3	75.0%	1	25.0%
	30-39	10	90.9%	1	9.1%
	40-54	2	66.7%	1	33.3%
How would you describe your status	Married or living with partner	11	78.6%	3	21.4%
	Never married, living with parents	4	100.0%	0	.0%
Do you have caring responsibilities at home	Yes	10	76.9%	3	23.1%
	No	3	100.0%	0	.0%
Caring Responsibilities - Kids	Kids - under 2 years	2	100.0%	0	.0%
	Kids - under 5 years	5	100.0%	0	.0%
	Kids - under 16 years	4	80.0%	1	20.0%
	Kids - over 16 years	1	100.0%	0	.0%
Caring Responsibilities - Parents	Yes	3	100.0%	0	.0%
	No	12	80.0%	3	20.0%
How much time do you spend in domestic work	<1hr	3	100.0%	0	.0%
	1-3 hrs	1	33.3%	2	66.7%
	3-5 hrs	2	100.0%	0	.0%
	5-7 hrs	6	100.0%	0	.0%
	>9 hours	2	66.7%	1	33.3%
What is the highest level of education you attended	Post secondary & less	7	77.8%	2	22.2%
	Diploma (university) & more	8	88.9%	1	11.1%

Table 145 – Change in Time Devoted to Home/ Domestic Work by Work Characteristics

		As a result of telework, did your time devoted to home / domestic work change?			
		Yes		No	
		Count	Row N %	Count	Row N %
How can you describe the company	Goverment organisation / departament	8	80.0%	2	20.0%
	Parastatal company	3	75.0%	1	25.0%
	Private company	4	100.0%	0	.0%
What is your present role	Full time	10	83.3%	2	16.7%
	Part time	5	83.3%	1	16.7%
Basis	Casual	1	100.0%	0	.0%
	Permanent - fixed term contract	4	80.0%	1	20.0%
	Permanent - indefinite contract	10	83.3%	2	16.7%
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	2	66.7%	1	33.3%
	Professionals (employed or self employed)	6	75.0%	2	25.0%
	Clerical employees	6	100.0%	0	.0%
How long have you been with this company?	<3 yrs	5	83.3%	1	16.7%
	6+ yrs	9	81.8%	2	18.2%
How long have you been in the present role?	<3 yrs	8	88.9%	1	11.1%
	3 - 6 yrs	2	100.0%	0	.0%
	6+ yrs	4	66.7%	2	33.3%
How long have you been in this telework?	<3 yrs	9	81.8%	2	18.2%
	3 - 6 yrs	4	80.0%	1	20.0%
	6+ yrs	1	100.0%	0	.0%
Do you have employees reporting to you?	Yes	5	71.4%	2	28.6%
	No	10	90.9%	1	9.1%
Which of the following best describes your role?	Administration	3	60.0%	2	40.0%
	Customer care	1	100.0%	0	.0%
	Human Resources	1	100.0%	0	.0%
	IT / ITC	5	83.3%	1	16.7%
	Marketing	1	100.0%	0	.0%
	Others	4	100.0%	0	.0%

As a result of telework, time devoted to home chores changed significantly in relation to caring of children. While participants showed an increase in all home chores overall, other reasons for this change related to the caring for elderly or disabled relatives at home, helping children with homework and other needs of children. Personal relationship with the family was also an important issue mentioned by participants. Other observations related to participants that were:

- employed with their company for more than 6 years, showing a higher increase in caring for children than those employed for a shorter period of time,
- employed with a permanent definite contract who showed a higher increase in helping children with homework, and
- not married, living with parents or engaged in clerical occupations that showed a higher increase in washing up activities after meals.

Table 146 – Change in Time Devoted to Home Chores

	N	Minimum (Greatly decreased)	Maximum (Greatly increased)	Mean	Std. Deviation
Caring for children	11	0	2	1.64	.674
Caring for elderly / people with disability at home	2	0	2	1.00	1.414
Helping children with homework	8	0	2	1.00	.756
Shopping groceries	14	-1	1	.43	.646
Cooking	14	0	2	.86	.770
Washing up after meals	16	0	2	.69	.793
Washing clothes	14	0	2	.64	.745
Cleaning house	16	-1	2	.69	1.014
Home maintenance (whitewashing, painting)	11	0	2	.55	.820
Car care (washing, cleaning, maintenance)	14	-1	2	.29	.825
Taking care of yourself	16	0	2	.88	.885
Other	4	0	2	1.00	1.155

Figure 34– Change in Time Devoted to Home Chores

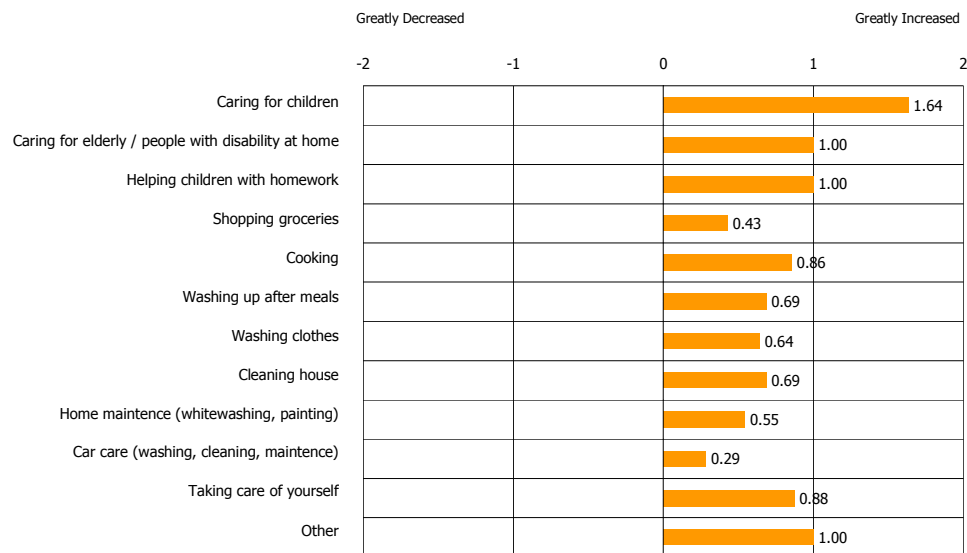




Table 147 – Change in Time Devoted to Home Chores by Respondent Characteristics

		Caring for children	Caring for elderly / people with disability at home	Helping children with homework	Shopping groceries	Cooking	Washing up after meals	Washing clothes	Cleaning house	Home maintenance (whitewashing, painting)	Car care (washing, cleaning, maintenance)	Taking care of yourself	Other
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	1.00	.00	.50	.67	.33	.00	.00	.33	1.33	.67	.00	1.00
	Female	1.78	2.00	1.17	.36	1.00	.85	.82	.77	.25	.18	1.08	1.00
Age	18-29	.	.	.	1.00	1.00	1.33	.00	1.00	.00	1.00	1.67	2.00
	30-39	1.64	.00	1.00	.27	.82	.45	.64	.45	.38	-.11	.73	.00
	40-54	.	2.00	.	1.00	1.00	1.00	1.00	1.50	1.50	1.00	.50	2.00
How would you describe your status	Married or living with partner	1.64	.00	1.00	.33	.75	.42	.58	.50	.56	.10	.67	.67
	Never married, living with parents	.	2.00	.	1.00	1.50	1.50	1.00	1.25	.50	.75	1.50	2.00
Do you have caring responsibilities at home	Yes	1.60	1.00	1.14	.27	.82	.45	.64	.45	.44	-.11	.64	.00
	No	.	.	.	1.00	.00	1.00	.00	1.33	2.00	1.33	1.00	2.00
Caring Responsibilities - Kids	Kids - under 2 years	1.50	.	1.50	.00	1.00	.00	.00	1.00	.50	.00	1.00	.00
	Kids - under 5 years	2.00	.	1.00	.20	.60	.40	.60	-.20	.00	.00	1.00	2.00
	Kids - under 16 years	1.40	.00	.80	.60	1.00	.80	.80	.80	.67	.00	.60	.00
	Kids - over 16 years	.	2.00	.	1.00	2.00	2.00	2.00	2.00	1.00	.00	1.00	.
Caring Responsibilities - Parents	Yes	1.50	2.00	1.00	.00	.67	.67	.67	.33	.50	-.33	.33	.00
	No	1.67	.00	1.00	.55	.91	.69	.64	.77	.56	.45	1.00	1.33
How much time do you spend in domestic work	<1hr	.	.	.	1.00	.50	.67	.00	.67	1.00	1.00	1.00	2.00
	1-3 hrs	1.00	.00	.50	.50	.50	.00	.00	.00	1.00	.00	.00	.00
	3-5 hrs	1.50	.	1.00	.00	.50	.00	.50	.00	.00	.00	.50	.00
	5-7 hrs	2.00	2.00	1.00	.33	1.00	1.00	1.17	.67	.25	-.17	.83	.
	>9 hours	1.50	.	1.50	.50	1.50	.50	.50	1.50	1.00	.	1.50	.
What is the highest level of education you attended	Post secondary & less	1.80	2.00	1.00	.57	1.00	1.00	1.00	1.00	.75	.17	.86	2.00
	Diploma (university) & more	1.50	.00	1.00	.29	.71	.44	.29	.44	.43	.38	.89	.67

Table 148 – Change in Time Devoted to Home Chores by Work Characteristics

		Caring for children	Caring for elderly / people with disability at home	Helping children with homework	Shopping groceries	Cooking	Washing up after meals	Washing clothes	Cleaning house	Home maintenance (whitewashing, painting)	Car care (washing, cleaning, maintenance)	Taking care of yourself	Other
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Goverment organisation / department	1.83	2.00	.75	.71	1.14	1.00	1.14	.88	.60	.29	1.13	.
	Parastatal company	1.33	.00	1.00	.00	.50	.50	.25	.00	.00	.00	.50	1.00
	Private company	1.50	.	1.50	.33	.67	.25	.00	1.00	1.00	.67	.75	1.00
What is your present role	Full time	1.50	1.00	1.00	.30	.80	.55	.50	.45	.50	.22	.82	.67
	Part time	2.00	.	1.00	.75	1.00	1.00	1.00	1.20	.67	.40	1.00	2.00
Basis	Casual	.	.	.	1.00	.00	.00	.00	1.00	2.00	2.00	.00	2.00
	Permanent - fixed term contract	1.25	.00	.33	.75	1.00	1.20	1.00	1.20	.00	.50	1.40	.00
	Permanent - indefinite contract	1.86	2.00	1.40	.22	.89	.50	.56	.40	.50	.00	.70	1.00
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	1.00	.	1.00	.00	.00	.50	.00	.50	.00	.00	.50	.00
	Professionals (employed or self employed)	1.67	.00	1.20	.29	.71	.14	.43	.43	.71	.33	.43	1.00
	Clerical employees	1.75	2.00	.50	.67	1.17	1.17	1.00	.83	.33	.00	1.33	2.00
How long have you been with this company?	<3 yrs	1.00	.00	1.00	.60	.80	.50	.20	.83	.75	.75	1.00	1.33
	6+ yrs	1.88	2.00	1.00	.33	.89	.67	.89	.44	.43	-.11	.67	.00
How long have you been in the present role?	<3 yrs	1.40	1.00	1.00	.63	1.00	.56	.50	.78	.86	.43	.89	1.33
	3 - 6 yrs	2.00	.	2.00	.50	1.00	1.00	1.00	1.00	.00	.00	1.00	.
	6+ yrs	1.75	.	.67	.00	.50	.50	.75	.00	.00	-.25	.50	.00
How long have you been in this telework?	<3 yrs	1.75	.	.80	.44	.78	.56	.67	.22	.33	.00	.89	1.00
	3 - 6 yrs	1.00	1.00	1.00	.50	.75	.80	.75	1.00	.75	.40	.40	1.00
	6+ yrs	2.00	.	2.00	.00	2.00	.00	.00	2.00	1.00	.	2.00	.
Do you have employees reporting to you?	Yes	1.40	.00	1.00	.20	.60	.33	.40	.33	.40	.00	.33	.00
	No	1.83	2.00	1.00	.56	1.00	.90	.78	.90	.67	.50	1.20	2.00
Which of the following best describes your role?	Administration	1.00	1.00	.00	.75	1.25	1.25	1.00	1.00	.33	.25	1.25	1.00
	Customer care	1.00	.	1.00	1.00	1.00	1.00	1.00	1.00	.	.	1.00	.
	Human Resources	2.00	.	.	1.00	1.00	1.00	1.00	1.00	.00	.00	2.00	.
	IT / ITC	2.00	.	1.33	.25	.75	.60	.75	.40	.50	.40	.60	.
	Marketing	1.00	.	1.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	Others	2.00	.	2.00	.00	.67	.25	.00	.75	1.50	.33	.75	2.00

6.6.2 Change in Conflict between the Household & Oneself

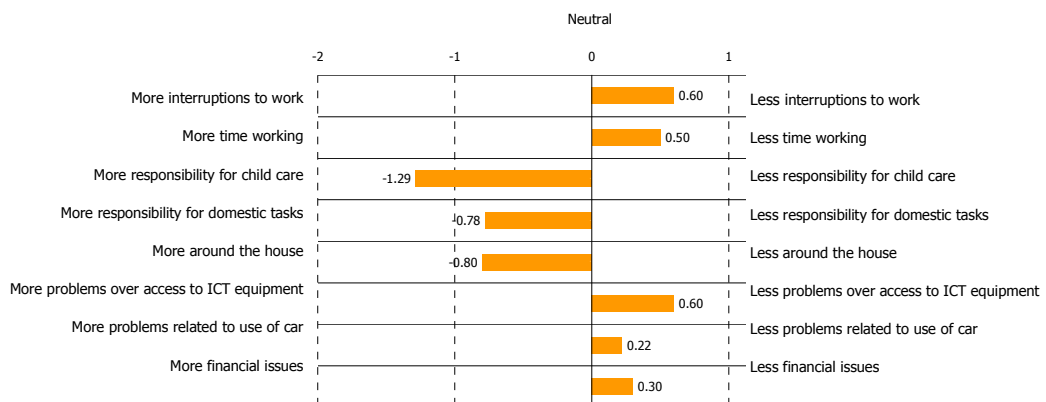
The key reasons quoted to result in the observed change in conflict included primarily more time to devote in undertaking their responsibility for childcare. Other reasons included more presence around the house and having more time for their domestic tasks. Fewer interruptions to work and fewer problems over access to ICT equipment were also issues that attracted relatively high responses overall. Other observations relate to:

- financial issues, where the younger groups experienced less of a burden than older groups. Similarly, participants with no caring responsibilities at home also showed a change in conflict because of less financial issues,
- time working, where participants with no employees showed a change in conflict in view of fewer hours of work.

Table 149 – Key Reasons behind the Change in Conflict between the Household & Oneself²⁴

N	Minimum	Maximum	Mean	Standard Deviation
10	-2	2	0.60	1.265
10	-1	2	0.50	1.269
7	-2	0	-1.29	0.756
9	-2	1	-0.78	0.972
10	-2	2	-0.80	1.398
10	0	2	0.60	0.966
9	0	1	0.22	0.441
10	0	2	0.30	0.675

Figure 35– Key Reasons behind the Change in Conflict between the Household & Oneself



²⁴ Scores for Q240 were reversed in view of the wording of the statement. Response as a mean on a range: -2 = Less around the house, 2 = More around the house.

Table 150 – Key Reasons behind the Change in Conflict between the Household & Oneself by Respondent Characteristics

		Interruptions to work	Time working	Responsibility for child care	Responsibility for domestic tasks	Around the house	Problems over access to ICT equipment	Problems related to use of car	Financial issues
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Gender	Male	1.33	.33	-1.00	-.33	-1.33	1.33	.00	.33
	Female	.29	.57	-1.40	-1.00	-.57	.29	.33	.29
Age	18-29	1.00	2.00	.	.	-1.00	.00	1.00	2.00
	30-39	.50	.00	-1.33	-1.17	-.50	.67	.20	.00
	40-54	.67	1.00	-1.00	.00	-1.33	.67	.00	.33
How would you describe your status	Married or living with partner	.50	.25	-1.29	-.75	-.75	.75	.14	.13
	Never married, living with parents	1.00	1.50	.	-1.00	-1.00	.00	.50	1.00
Do you have caring responsibilities at home	Yes	.29	.00	-1.33	-.86	-.43	.57	.00	.00
	No	1.50	2.00	.	.00	-1.50	1.00	.50	1.50
Caring Responsibilities - Kids	Kids - under 2 years	-2.00	2.00	-2.00	-2.00	-2.00	2.00	.	.00
	Kids - under 5 years	1.00	-1.00	-1.00	-1.00	1.00	.00	.00	.00
	Kids - under 16 years	1.00	-.25	-1.25	-1.00	-.50	.50	.25	.00
	Kids - over 16 years	1.00	1.00	.	-1.00	-1.00	.00	.00	.00
Caring Responsibilities - Parents	Yes	1.00	1.00	.	-1.00	-1.00	.00	.00	.00
	No	.56	.44	-1.29	-.75	-.78	.67	.25	.33
How much time do you spend in domestic work	<1hr	2.00	2.00	.	.00	-2.00	2.00	.00	1.00
	1-3 hrs	1.00	-.50	-1.00	-.50	-1.00	1.00	.00	.00
	3-5 hrs	1.00	-1.00	-1.00	-1.00	1.00	.00	.00	.00
	5-7 hrs	1.00	.33	-1.50	-1.33	-.33	.00	.33	.00
	>9 hours	-1.50	1.00	-1.50	-.50	-1.50	1.00	.00	.00
What is the highest level of education you attended	Post secondary & less	.80	.60	-1.33	-.60	-.80	.40	.20	.20
	Diploma (university) & more	.40	.40	-1.25	-1.00	-.80	.80	.25	.40

Table 151 – Key Reasons behind the Change in Conflict between the Household & Oneself by Work Characteristics

		Interruptions to work	Time working	Responsibility for child care	Responsibility for domestic tasks	Around the house	Problems over access to ICT equipment	Problems related to use of car	Financial issues
		Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
How can you describe the company	Governement organisation / departament	.83	.33	-1.25	-.60	-1.00	.33	.33	.33
	Parastatal company	.50	-.50	-1.00	-1.00	1.00	.00	.00	.00
	Private company	.00	2.00	-2.00	-1.00	-2.00	2.00	.00	.50
What is your present role	Full time	.50	.50	-1.25	-1.00	-.83	.67	.20	.33
	Part time	.75	.50	-1.33	-.50	-.75	.50	.25	.25
Basis	Casual	2.00	2.00	.	.00	-2.00	2.00	.00	1.00
	Permanent - fixed term contract	.67	1.00	-.50	-.50	-1.00	.00	.67	.67
	Permanent - indefinite contract	.33	.00	-1.60	-1.00	-.50	.67	.00	.00
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	-1.00	.00	-1.00	1.00	-1.00	.00	.00	.00
	Professionals (employed or self employed)	.67	.17	-1.40	-1.00	-.50	1.00	.00	.17
	Clerical employees	1.00	1.00	-1.00	-1.00	-1.50	.00	.50	.00
How long have you been with this company?	<3 yrs	.00	1.33	-1.00	-.67	-1.33	1.33	.00	.33
	6+ yrs	.83	-.17	-1.40	-.83	-.50	.33	.17	.00
How long have you been in the present role?	<3 yrs	.67	.50	-1.25	-.83	-1.00	1.00	.00	.17
	3 - 6 yrs	1.00	-1.00	-2.00	-2.00	2.00	.00	.00	.00
	6+ yrs	.00	.50	-1.00	.00	-1.50	.00	.50	.00
How long have you been in this telework?	<3 yrs	.75	-.25	-1.25	-.50	-1.00	.50	.25	.00
	3 - 6 yrs	1.00	.50	-1.00	-.75	-.25	.50	.00	.25
	6+ yrs	-2.00	2.00	-2.00	-2.00	-2.00	2.00	.	.00
Do you have employees reporting to you?	Yes	.60	-.60	-1.20	-.60	.00	.40	.00	.00
	No	.60	1.60	-1.50	-1.00	-1.60	.80	.50	.60
Which of the following best describes your role?	Administration	.25	.50	-.67	-.25	-1.00	.00	.25	.00
	IT / ITC	1.25	-.25	-1.67	-1.33	.00	.50	.25	.50
	Others	.00	2.00	-2.00	-1.00	-2.00	2.00	.00	.50

The overall effect of teleworking on other household members was also claimed to be positive, especially when this related to dependent children. Whilst this held true for most teleworkers, participants aged 40 to 45 claimed a net negative effect of telework on their partner and their dependent children.

Table 152 – Overall Effect of Telework on Other Household Members

	N	Minimum (Very negative)	Maximum (Very positive)	Mean	Std. Deviation
Partner	16	-1	2	1.00	1.095
Dependent children	10	-1	2	1.40	1.075
Grown up children	4	0	2	1.00	1.155
Other adults at home (independent)	3	0	2	1.00	1.000
Dependent adults	2	0	2	1.00	1.414

Figure 36– Overall Effect from Telework on Other Household Members

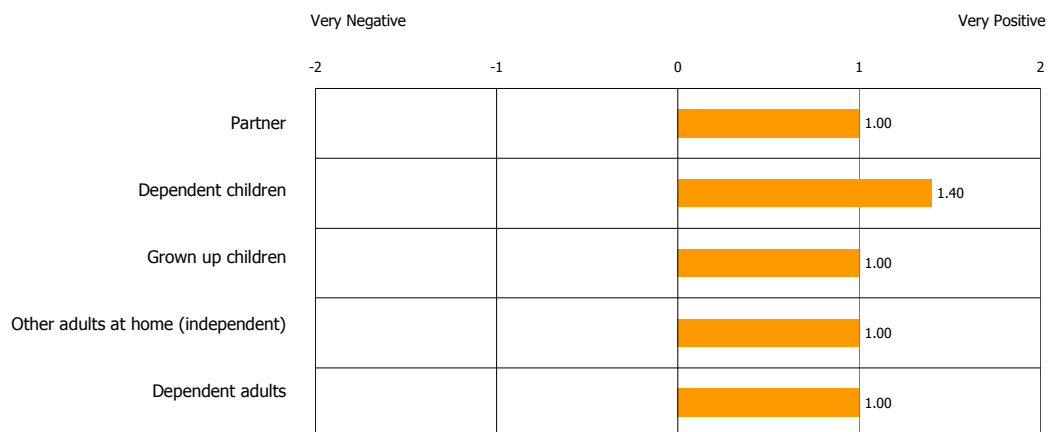


Table 153 – Overall Effect from Telework on Other Household Members by Respondent Characteristics

		Partner	Dependent children	Grown up children	Other adults at home (independent)	Dependent adults
		Mean	Mean	Mean	Mean	Mean
Gender	Male	.25	1.00	.67	.00	.00
	Female	1.25	1.50	2.00	1.50	2.00
Age	18-29	.67	.	.	1.50	.
	30-39	1.45	1.67	1.33	.00	.00
	40-54	-1.00	-1.00	.00	.	2.00
How would you describe your status	Married or living with partner	1.00	1.40	1.00	.00	.00
	Never married, living with parents	1.00	.	.	1.50	2.00
Do you have caring responsibilities at home	Yes	1.08	1.33	1.33	.00	1.00
	No	-.50	.	.00	2.00	.
Caring Responsibilities - Kids	Kids - under 2 years	2.00	2.00	.	.	.
	Kids - under 5 years	1.40	1.67	2.00	1.00	.
	Kids - under 16 years	1.40	1.50	1.00	.00	.00
	Kids - over 16 years	2.00
Caring Responsibilities - Parents	Yes	1.50	2.00	.	.	2.00
	No	.93	1.25	1.00	1.00	.00
How much time do you spend in domestic work	<1hr	.33	.	.00	1.00	.
	1-3 hrs	.67	1.00	1.00	.00	.00
	3-5 hrs	1.50	1.50	.	.	.
	5-7 hrs	1.60	2.00	2.00	.	2.00
	>9 hours	.67	.50	.	.	.
What is the highest level of education you attended	Post secondary & less	.75	1.25	1.00	.	2.00
	Diploma (university) & more	1.25	1.50	1.00	1.00	.00

Table 154 – Overall Effect from Telework on Other Household Members by Work Characteristics

		Partner	Dependent children	Grown up children	Other adults at home (independent)	Dependent adults
		Mean	Mean	Mean	Mean	Mean
How can you describe the company	Governemnt organisation / departament	1.00	1.20	2.00	2.00	2.00
	Parastatal company	1.25	1.33	.00	.50	.00
	Private company	.75	2.00	.00	.	.
What is your present role	Full time	1.20	1.57	1.00	1.00	1.00
	Part time	.67	1.00	1.00	.	.
Basis	Casual	-1.00	.	.00	.	.
	Permanent - fixed term contract	1.25	1.00	1.00	1.00	.00
	Permanent - indefinite contract	1.09	1.50	2.00	1.00	2.00
Which of the following describes best your level of responsibility	Senior managers/officials, directors & bus. owners	.33	.50	.	.	.
	Professionals (employed or self employed)	.88	1.50	.67	.00	.00
	Clerical employees	1.60	2.00	2.00	1.00	2.00
How long have you been with this company?	<3 yrs	.67	1.00	.00	.50	.00
	6+ yrs	1.20	1.50	2.00	.	2.00
How long have you been in the present role?	<3 yrs	.88	1.25	.67	.50	1.00
	3 - 6 yrs	2.00	2.00	2.00	.	.
	6+ yrs	.83	1.40	.	.	.
How long have you been in this telework?	<3 yrs	1.18	1.43	2.00	1.00	.
	3 - 6 yrs	.25	1.00	.00	.00	1.00
	6+ yrs	2.00	2.00	.	.	.
Do you have employees reporting to you?	Yes	.86	1.00	1.00	.00	.00
	No	1.11	2.00	1.00	1.50	2.00
Which of the following best describes your role?	Administration	.75	.33	.00	.50	1.00
	Customer care	1.00
	Human Resources	2.00	.	2.00	.	.
	IT / ITC	1.20	1.75	2.00	2.00	.
	Marketing	2.00	2.00	.	.	.
	Others	.50	2.00	.00	.	.

6.7 General Comments

Participants added that in most instances a change in lifestyle and circumstances were the major driving forces towards the choice related to engaging in telework. For some participants teleworking was important to cope financially, whilst caring for children although they perceived a reduction in job satisfaction in view of limited financial rewards.

Other participants declared to have started telework after their third child was born and that they had experienced considerable bonding with their child, greater than with other children. Other participants felt the need of a stronger work structure. Indeed, it was felt that there is scope and opportunity for work from home, however this needs the adequate support and presence from senior management together with more suitable support services.

7 Discussion & Conclusions

7.1 Employers' Responses

It is significant that the teleworking activity within the nine companies surveyed is restricted – accounted for by only 0.6% of the total employees employed by these companies. The lack of external recruitment of teleworkers among such employers reflects that telework is an activity influenced mainly by the teleworkers' needs rather than by a drawn out organisation's strategic plan, albeit some form of formal planning is evident in the implementation of telework, as witnessed by the conduct of a pilot scheme pertaining to such form of work among five of the reviewed companies.

The overriding factor for women to engage in telework points at their caring responsibilities pertaining to children or parents living in their household. On the other hand, ICT specialisation seems to be the main proponent for men to engage in teleworking.

Noteworthy is how the observed majority of cases reported little or no opposition forthcoming in the introduction of teleworking. Indeed, opposition (when it occurred) arose from line managers, possibly indicating how such managers were relatively unprepared to manage workers remotely, out of sight for most of the time. The research herein indicates that communication features as a critical success factor in the implementation of telework, essential not only to the management of such form of work, but also for the successful execution of the many tasks associated with both employees and employers.

Managers' responses relating to unsuitable qualities such as lack of self-discipline, distractions at home and giving priority to domestic work reflect a belief that teleworking is a secondary activity carried out by people whose primary responsibility is devoted to their families. However, such responses also give us a richer insight into these managers' views of the challenges posed by work carried out from home. The requirement for self-discipline appears to be seen by managers as calling for external reinforcement.

Managers opt for managing teleworkers' performance through regular phone discussions and by mutually agreed deadlines or targets. While in certain circumstances deadlines or targets may be set by management, in certain arrangements, performance is often self-managed. Less prevalent are on-line monitoring, regular progress meetings with their respective manager and team meetings.

It is clear that a wide variety of different methods is used, with no single method emerging as uniquely appropriate for the remote management of home-based workers. Indeed, this evidence suggests that it is unusual for a manager to rely on a single approach. It seems that in most cases, the primary method of management is supplemented by additional measures when they are deemed necessary.

For most employers, retention of skilled human resources, reduced costs, quality of work, access to human resources with disability and caring responsibilities, reduced commuting and reduced demands on space were perceived as the most important benefits of telework. Remarkable are the managers' observations relating to poor quality of work, employee loyalty, technical challenges and social isolation that are cited as the main disadvantages of teleworking.

Most managers revealed a high level of satisfaction with teleworking. According to them, teleworkers performed marginally better than their on-site colleagues. Teleworkers are also likely on balance to produce quality work, take less time off and tend to stay longer with the organisation. It is possible that some of the advantages cited are not a result of the teleworking situation itself but rather it stems from the fact only the most experienced and trusted staff was selected for teleworking. The fact that no external recruitment was carried out, may be indicative of this situation.

Notwithstanding the high level of satisfaction, it is somewhat surprising that the probability of extending the number of teleworkers, extending telework to new occupations/roles and promote telework to other employees is minimal. It seems that rather than adopting a proactive approach to teleworking, companies are prone to devise teleworking schemes in an ad-hoc manner, depending on prospective teleworkers' needs. These schemes may stem from unforeseen problems such as to retain the services of a valued employee who could not relocate with the organisation or allow an employee who developed a disability to continue working for the organisation. However, it is also significant that companies are not envisaging any reductions in the number of teleworkers or abandoning the teleworking scheme altogether.

7.2 The Teleworkers' View Point

Teleworkers featured at all organisational levels from senior management to the lowest grade of clerical work and in a diverse range of occupations. It is significant that 78% of participants were women, an observation that supports the commonly held view of teleworking as an

overwhelmingly female form of work. Also of importance is the fact that 81% of participants claimed to have caring responsibilities at home - 83% of whom had caring responsibilities related to children at home, whereas 17% had caring responsibilities relating to parents. It is also noteworthy that 67% of participants were employed on a full-time basis.

7.2.1 Economic Dimension

From the findings, it appears that teleworking is economically beneficial in most of the cases. Teleworking generally resulted in improved work performances, less absenteeism and improved retention. However, in most cases, these benefits offset additional costs such as home equipment, service and utility costs. It is also significant that the majority of respondents were aware that teleworking was an important factor in staying with the organisation.

7.2.2 Transport & Environment

Research also established that teleworking cuts absenteeism. People are often prepared to work at home when they would be ill to travel.

The transport dimension is positive on balance through less travel. However, reductions in commuting were partially offset by additional journeys. With regards to air quality, this can be considered to be positive because reduced transport leads to less emissions. With regards to resource consumption, this tended to be negative. Telework did not result in more efficient use of space because equipment tended to be duplicated. Contributing to this negative effect is that teleworkers experienced a considerable increase in the requirements of printing of documents at home. It also appears that there are no discernable effects about safety issues.

7.2.3 Social Aspects of Telework

Research participants felt that on balance, teleworking was beneficial for them. It appears that the positive social impacts also outweighed negative ones. The social inclusion dimension seems to be positive on balance. Respondents with caring responsibilities felt that teleworking maintained their employment opportunities as otherwise they might be excluded. The Quality of Life dimension also proved to be positive, with almost all respondents claiming that this was improved as a result of telework. This is substantiated by the fact that the majority of respondents have not experienced an increase in working hours. Most respondents also felt that

telework enabled and improved their work life balance. From a health point of view, most participants felt that teleworking observed a net beneficial effect. It is also evident that teleworkers are creating more 'quality time' when they want it. They take breaks especially when children demand their attention. Through a better quality of life and work-life balance, teleworkers are more flexible and can match their work to their 'body clocks'.

It can be concluded that teleworking fosters vital skills. It can enhance people's abilities and employability by acting autonomously and managing their time.

7.3 Recommendations

Various are the justifications why teleworking occupies a high priority in the European Union's agenda – evidenced by policy statements, programmes of encouragement, awareness campaigns and financial aid to innovative projects that proliferated in recent years. These efforts recognise the importance of an estimated 10 million teleworkers who contributed to Europe's Gross Domestic Product in 2002. Despite the fact that telework in Malta is present in some organisations, as evidenced by employers' surveys carried out by National Statistics Office in 2003 and Employment Training Corporation in 2005, there are no official statistics to benchmark against other European countries.

Malta's transformation into an Information Society – a move started at the turn of the millennium, features various factors that enable the effective take up of telework by Maltese workers and employers in responding to increasingly challenging commercial, employment and social conditions. Indeed, Malta's National ICT strategy for 2004 – 2006 is deemed to bear significant economic implications and is considered as an established social project, tending to promote the use of technology to augment the efficiency of utilisation of resources by closing the digital divide across all aspects of Maltese society.

It is significant that Malta's National ICT strategic plan aims at having three quarters of all Maltese households connected to the Internet by the end of 2006. Efforts within Malta's ICT Strategy, directly or indirectly, support the development of a culture that encourages the adoption of telework as a feature within Malta's employment landscape. Indeed the importance of telework is recognised at National levels in respect to the labour market matters – as embodied within Malta's National Action Plan for Employment.

The government should continuously strive to promote telework at a national level. This promotion may be augmented by providing a definition of telework that will form the basis for

the changes that are required in labour legislation relating to telework. Changes to legislation relating to Occupational Health and Safety, and atypical forms of employment will be required to embody this form of work. It is also suggested that the Government implements, where it is deemed appropriate and beneficial, teleworking schemes within the civil service.

7.3.1 What Employers Can Do

Employers should enable flexible working and mobile working by supporting staff with information and communication technologies. In this respect, employers need urgently to address the need to travel. The public transport option is impractical and inefficient for many present business purposes and contexts. Organisations should increase efficiency and reduce time and money devoted to travel.

The following provide some practical examples:

- enable routine flexible working and mobile working, by supporting staff with both good ICT and appropriate management and expectations
- review how meetings take place: the frequency, duration and location
- review occupancy of desks and space requirements to identify the savings that can come from remote working

There are issues that require careful consideration by employers who wish to implement teleworking. By implementing appropriate changes to management procedures and by providing good technological and management support, these issues can usually be resolved.

Employee and job selection is probably the most important aspect in ensuring success of the teleworking programme. This will require the development of selection criteria to identify the personal qualities of good teleworkers and ensure the selection of self-motivated, self-disciplined individuals who are able to cope with the lack of social contact inherent in this form of work.

Furthermore, the terms and conditions for teleworkers call for careful definition. Aspects such as deliverables, corresponding hours of work, pay parity with on-site workers, annual leave and superannuation will all require clear specification.

Additionally, other issues such as insurance provision should be addressed. Therefore, health and safety must be devoted a paramount priority. Technical requirements and security in the

teleworker's home also need to be analysed and assessed in order to guarantee a secure and efficient working environment.

Finally, and probably most importantly, management styles need to be adapted to suit this new mode of work. In the past, management methods relied on the fact that an employee can physically be observed at work. In a teleworking situation, this 'over-the-shoulder' management technique is impracticable and must be replaced with 'management through deliverables'. Management training may be an area of work in this regard, intent on skilling apt managers to enhance their effectiveness by adopting such a style of management.

Other factors that need to be considered by organisations if telework is to flourish and be successful entail:

Too Much Emphasis on the Role of Technology

Telework is a product of the explosive growth of personal computers. The fundamental idea behind telework is to decentralise the office, moving away from the idea that we must bring all the workers to one single location so they can all work together at the same time. As Malta moves more into an information-based economy, our corporate milieu no longer needs to rely exclusively on this kind of centralised office.

It is very easy to become fascinated with all the excellent and exciting new technologies available today, and to think about how easy telework can be supported by hand-held computers, cell phones, broadband Internet, and more. However, if organisations think about telework only in terms of technology, they miss the most important point: it is often less expensive, more efficient, and better for both employees and customers if they can decentralise the office.

This does not mean organisations are going to have everyone working at home or in telework centres. Neither does it mean that organisations will empty all their office buildings.

The key factor in good telework is to use it selectively and appropriately to decentralise the office. Companies that defined telework in terms of technology alone do not have long-term success. The technology is the tool that helps telework, but it is not the main reason why they have telework today.

Not Enough Emphasis on the Role of Corporate Culture

There is a tendency for employers to consider insufficiently on the effects of telework on the entire organisation. Installing telework might make the organisation 'drive faster' but it also affects the flow of work from department to department and the way people communicate with each other amongst other things. Successful telework requires sound team effort. In many organisations, telework was planned and implemented by only the Information Technology (IT) staff or by only the Human Resources staff. Each of these, and others, is important – but no one of them can manage telework alone. In many cases, companies failed to recognise this kind of integrated, connected aspect of telework and that the very culture of an organisation changes when management starts to change some of its parts. For teleworking programmes to be successful, planning must consider these cultural changes, anticipating what else in the organisation must change for telework to succeed in the long term.

Tendency to Take Tiny Steps Instead of Big Leaps Forward

When companies endeavour to attempt telework implementation, there is the tendency to create programs that are too small to be useful. A very small pilot program with one or ten teleworkers is not very valuable in a large corporate – albeit this may be the only extent practicable in the SME. With the doing nothing option an invalid approach, piloting a scheme on five people in an organisation of one thousand may prove insignificant, enabling only difficult assessments with much assumed generalisations that hardly support any further encouragement.

Starting a programme with larger numbers of employees is also a dimension that can be afforded by the larger corporates. Organisations that opt to being a programme with at least 25 teleworkers must be in a position to afford it. Yet smaller numbers of teleworkers do not provide a good test, and send a signal to the work force that the organisation may not be that serious about telework.

It takes almost as much effort to do the planning for a program of five people as it does for 25 people. Organisations have been much too tentative and much too cautious in the observed trial programs.

Create a Framework for Telework Availability

Organisations should strive to create a framework for telework to be available to employees. If this framework is available, it is to be expected that in future, employees will not only assume that it forms part of the organisation's culture but also expect it as a condition of employment. Many smart employers will implement telework because it makes good business sense to do so – but many more will implement telework because their current and future employees will simply assume that it is available.

Telework is Here to Stay

Telework is not a temporary fad. There will never be a situation when almost everybody works in the office all the time. Some organisations opened the door to the possibilities of telework and they have clearly reaped its benefits. This does not mean that everyone will be a teleworker. It means instead that telework will become normal, expected, and just as routine as seeing a computer in an office or a teenager wearing headphones. There is evidence to suggest that there is, at least, some momentum behind telework that precludes employees to go back to doing all the office-work in the office.

The World Will Adapt to Telework - Not the Reverse

In the beginning, and even today, teleworkers had to be very careful about their work schedule, to be sure, they were able to be in the office to attend meetings. Today, most of such meetings are done by audio or video conference calls. In the beginning, teleworkers had to figure out how to carry home a heavy desktop PC. Today, most of them can easily carry a laptop PC anywhere they go. In the beginning, teleworkers had to struggle with modem connections that were too slow to be of much value. Today, most teleworkers can easily get some broadband, high-speed Internet connection at home.

Managers Will Adapt or Become Useless

It is evident that managers continue to have a difficult time adjusting to telework. Managers at age 50 and older, as well as many in their 40's, have been trained and are expected to be very close supervisors – to watch what their people are doing almost every minute. This does not mean they cannot change, or do not want to change. It means that it will be a challenge for

them to change because they have had at least 20 years of experience managing the other way.

The pressure to change the style of supervision for telework will be a hard adjustment for many managers. However, they will become better managers if they do. The experience of managing at a distance makes them better managers of people in the office as well. In other words, the manager who can learn how to manage teleworkers will automatically become a better manager of employees who do not telework. It will be a difficult decision for middle-aged managers, but it is the same kind of decision those managers have to make about using a PC. If they learn, they will succeed; if they do not want to learn or cannot learn, they will no longer be valued managers.

Very Little Will Change in Transportation Patterns

One of the benefits of telework is the ability to reduce the daily commuting problems and the air pollution that comes with them. That teleworkers drive their cars less is for certain, but that the overall pattern of traffic congestion is so bad in almost every city, it will take an enormous amount of telework to make a difference.

There are two other transportation-related effects of telework that could result in a positive impact. The first is about employment for people with disabilities – most of whom are able to do very good work but simply cannot get to the workplace every day. It is evident that few disabled people have actually been employed as teleworkers. Talent is lost when organisations fail to find creative ways to employ people with disabilities. Telework is certainly one of those methods.

7.3.2 Concerns of Teleworkers

There are also issues that could affect upon the teleworkers that need to be addressed. A major concern for any teleworker is the possibility of reduced status as a normal employee within an organisation. Since a teleworker is not physically present in the organisation, he or she may not be seen as an equal of the on-site employees. The consequences of this lower status could be lack of promotion opportunities. Conversely, teleworkers may occasionally benefit from a perceived higher status just because they have been specially selected.

Some teleworkers may miss the social interaction of the workplace. This daily interaction with other people is a major reason for many individuals going out to work. If the interaction is removed, employees may lose motivation and the job may no longer seem worth the while.

Additionally, the teleworker needs to have a suitable physical space and conditions for work. Furthermore, teleworkers benefit financially from teleworking due to less travelling, along from benefiting from other aspects that are more difficult to cost, such as more leisure time. Against this, however, there may be financial costs to the teleworker that need to be balanced, such as extra heating, lighting, and electricity along with other job related costs. Depending on the contract, some or all of these may be claimed back from the employer.

In addition to the above, a number of factors impact on the working conditions of teleworkers, recognised to influence the decision to engage in telework. Such factors (Mahmassani et al, 1992; Yen et al 1994) include:

- the provision of instant access to information to teleworkers,
- the opportunity for input by teleworkers when jobs are redesigned;
- an assurance to teleworkers of fair assessment during the evaluation of work performance;
- a guarantee to teleworkers that salaries are not adversely affected as a result of telework;
- an awareness about telework as an option to regular work among potential teleworkers, along with
- an awareness about the benefits of telework.

This awareness must be built through an effective propagation of positive communications about telework experiences.

Local Trade Unions should follow the example of other European Trade Unions, whereby a changing attitude towards teleworking is emerging. Trade Unions across Europe are increasingly engaging in a constructive dialogue on this issue, exemplified by a number of position papers and reports related to telework. As early as 1996, trade unions in Europe were looking at teleworking as a challenge (FIET: The International Federation of Commercial, Clerical, Professional and Technical Employers quoted by Bibby, 1996). In the same year, workers were reported to be 'interested in telework as an opportunity to manage their time better, combining work and leisure activities in a more effective way, despite the potential isolation of workers from the daily activities that occur at the work place' (ETUC Policy

Statement, 1996). This statement presented a cautious yet positive approach in adopting telework as a legitimate work arrangement, as bolstered by a reiteration that:

'teleworking should neither be condemned out of hand nor glorified. The crucial question is how it will be organised — preferably in such a way that the 'tele' aspect of the work in question is placed in a complex setting that stimulates human skills and activities'
(ETUC, 1996).

In view of these arguments, trade unions should acknowledge the benefits that accrue from teleworking. It would be beneficial if they accentuate these advantages, without neglecting the disadvantages, to employers and employees and strive to include teleworking clauses in collective agreements.

Teleworking may be thought to be the post-modern panacea for all organisational and work problems. Although it promises much, it needs careful consideration and be successfully applied. Therefore, the government, employers and unions do need to prepare and plan, and teleworkers need to ensure that this is really what they want.

Appendix 1 Methodology – Details

Data Collection Process

In the context of the subject under study along with the critical requirement of reliable data collected from participating respondents (who are very likely to exhibit indifference towards research), personal interviews (among other methods for data collection) provide an approach that offers the highest level of reliability of data collected. More specifically, Computer Assisted Personal Interviews (CAPIs) provide a more economic approach in collection of sensitive and reliable field data whilst avoiding the incurrence of costs as described above, assuring high quality data as:

- even by the most complex study designs, *no filtering error* can occur during the interview
- automatic *plausibility checks* with feedback prevent answer inconsistencies during the interview
- the randomly generated rotation of answer guidelines *avoids serial effects*
- the *interviewer's influence is minimised* and the interviewer's controlling possibilities are increased.

In addition, as the interviewee is led through the catalogue of questions and the interviewer merely takes on an explaining role, ***sensitive questions*** are also answered ***significantly more frequently***. At the end of the interview the data set is saved in a form that the interviewer can no longer access (effectively sealing the interview).

Interviewers

All interviewers were selected and trained to maximise the effectiveness of the data collection process. In this respect, selected interviewers:

- possessed a minimum of a baccalaureate standard of education in management, marketing, sociology or human resource management related fields or equivalent;
- had a minimum experience of two years in research, communications or related areas;
- were capable to communicate clearly with different respondents who had different levels of education and came from different walks of life.
- were trained to:
 - approach interviewees and instil confidence whilst establishing a short and close rapport;

-
- observe and record respondent reactions to different questions, including classificatory features of the respondent (such as respondent identity code attributed from sample frame, contact numbers, respondent organisation sector and size);
 - record any observations not directly related to any of the questions made as part of the structured interview, and
 - keep a dress code in accordance with standards for personal appearance as laid out by Allied Consultants Limited in respect to the research context.

Interviewer training comprised:

- an introductory session relating to the scope of the survey forming part of this project and features of such survey;
- a training session (2 hours) relating to methodology of research inclusive of recruitment of interviewees, data collation, use of CAPI stations and transmission of data (frequencies and timings), and any other details relating to self presentation and special care in data collection. This session served as a refresher course to our experienced interviewers;
- a training session (3 hours) relating to the subject researched and items asked to each interviewee and use of specific media (such as show cards). This briefing session made use of specifically constructed presentations and presentation notes for interviewers.
- a set of documents laying out methodologies and instruments, along with authorisation letters and other associated documentation required for use in field research.

All documentation to interviewers was prepared by Allied Consultants in accordance with instruments and methodologies as may be indicated by the client.

Instrument Concept

Participant Contact

In total, interviewer – interviewee contact involved:

- A recruitment visit/phone call, estimated averaging 3 to 5 minutes per recruited participant, with a success rate estimated at about 15% ⁽²⁵⁾;
- A personal interview that lasted a median duration of 38 minutes (n = 637);
- A second personal interview that lasted an estimated median of 7 minutes, relating to 10% of survey participants, forming part of the quality management policy within this project.

Interviewing Features

All interviewing was conducted in Maltese or English languages as selected by interviewees and in accordance with the schedule set out in Table 155. In exceptional cases and when indicated by the survey participant, interviews were conducted at a time and place as required by the interviewee.

Table 155 – Interviewing Schedule

Interviewing	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Start	08:00	08:00	08:00	08:00	08:00	08:00	09:00
End	20:00	20:00	20:00	20:00	20:00	19:00	13:00

Field Research Quality Management

One in ten (10%) of survey participants reached by interviewers were contacted (telephonically by a field supervisor or higher) intent on verifying the results recorded for key questions and features of the interviewing process. This quality process was undertaken after the conduct of an interview but before the termination of the field research.

Additionally, built-in response validation and filters supported by the operating CAPI software removed the risk of inadvertent data entry at the point of interviewing. Together with an assortment of custom built show cards and other visual material, responses contributed by

²⁵ Relating to the number of prospective participants accepting to participate in the survey.

survey participants were only recorded by interviewers as indicated by the same participants on the apposite visual material, removing all potential sources of interviewer misinterpretations of answers provided by interviewees.

Every interviewer working on the survey was subjected to repeated random checks regarding the quality of work during the conduct of interviews.

All interviews were conducted in accordance with the requirements set out in ICC/ESOMAR⁽²⁶⁾ Code of Marketing & Social Research Practice.

²⁶ ESOMAR is the World Association of Research Professionals.

Appendix 2 Employees' Instrument (English Version)

Dear Sir/Madam

Allied Consultants are carrying out a survey among teleworkers to explore the different aspects related to your work.

This questionnaire forms part of a European Union funded project on the economic, environmental and social impacts of teleworking. It will provide unique information on many of these aspects, enabling local entities to promote the positive aspects of telework whilst contributing efforts that overcome the difficulties presented by telework.

We shall be most grateful if you are willing to spend the 30 – 45 minutes in answering the questions asked by our interviewer. Any information you will provide us will be treated with the strictest of confidence and will not be seen by anyone in your own organisation. It will not be used in any way that can lead to the identification of individuals. Indeed, your response, like many others, will be used for analysis of aggregate results from all respondents

Our interviewer will answer any other questions you may have. Whilst thanking you for your participation, we hope that you enjoy the survey.

Yours sincerely,

Emanuel Said

Director

Administrative

Interview Date 01 Day 02 Month	Contact Sheet Reference: 03
<input type="text"/> 01 to 31	<input type="text"/>
04 Location of interview (town)	<input type="text"/>

Introduction (Read out)

Good morning/afternoon/evening. I am _____ from Allied Consultants. We are conducting a survey on aspects of telework – a form of work we understand you are engaged in. **Can you help us?**

Result of Call				Reasons for non-cooperation:			
	Date	Time	Cooperation?		Not at home	Refusal	Other reasons*
1 st call			Yes	No	1	2	..
2 nd call			Yes	No	1	2	..
3 rd call			Yes	No	1	2	..

*Other reasons:

3 = no longer available (deceased, retired, abroad); 4 = requested postponement; 5 = other reasons

End Attempts if Non-cooperative on 3rd call

Introductory (Read out)

Who is the person answering this questionnaire	Title	Name	Surname
	<input type="text"/>	<input type="text"/>	<input type="text"/>
08 Designation	05	06	07
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Quality Control

09 Respondent phone number

Back Check?

Yes No

Method?

Phone Personal Visit

BACKCHECK SUPERVISOR

BACKCHECK DATE

<input type="text"/>								
d	d	m	m	2	0	0	6	

Main Questionnaire

About You

GENDER (DO NOT PROMPT)

10 MALE **OR** FEMALE

11 YOUR AGE? (select one answer)

18 – 24	<input type="checkbox"/>	1	45 – 49	<input type="checkbox"/>	6
25 – 29	<input type="checkbox"/>	2	50 – 54	<input type="checkbox"/>	7
30 – 34	<input type="checkbox"/>	3	55 – 59	<input type="checkbox"/>	8
35 – 39	<input type="checkbox"/>	4	60 – 64	<input type="checkbox"/>	9
40 – 44	<input type="checkbox"/>	5	65+	<input type="checkbox"/>	10

How would you describe your status?

12	Married or living with partner	<input type="checkbox"/>	1
	Separated or divorced and not living with partner	<input type="checkbox"/>	2
	Widowed and not living with partner	<input type="checkbox"/>	3
	Never married and not living with partner – but living with parents	<input type="checkbox"/>	4
	Never married and not living with partner – living alone	<input type="checkbox"/>	5
	Don't know / no answer	<input type="checkbox"/>	&

Do you have caring responsibilities at home?

13	YES	<input type="checkbox"/>	OR	<input type="checkbox"/>	NO
----	-----	--------------------------	-----------	--------------------------	----

If 'no', go to 22

How would you describe these caring responsibilities?

(Circle where applicable)

14	Kids – under 2 years	<input type="checkbox"/>	1
15	Kids – between 2 and 5 years	<input type="checkbox"/>	2
16	Kids – between 5 and 16 years	<input type="checkbox"/>	3
17	Others	<input type="checkbox"/>	4

If 'no' to 17, go to 22

How would you describe other caring responsibilities?

(Circle where applicable)

18	Parents / others – independent	<input type="checkbox"/>	1
19	Parents / others – dependent (immobile or with disability)	<input type="checkbox"/>	2
20	Others	<input type="checkbox"/>	3

21 Others Specify

How much time do you spend in domestic work / caring responsibilities on average (daily)?

22	< 1hr	<input type="checkbox"/>	1
	1- 3 hrs	<input type="checkbox"/>	2
	3 - 5 hrs	<input type="checkbox"/>	3
	5 - 7 hrs	<input type="checkbox"/>	4
	7 - 9 hrs	<input type="checkbox"/>	5
	>9 hours	<input type="checkbox"/>	6
	Don't know / no answer	<input type="checkbox"/>	&

23 What is the highest level of education you attended? (please choose ONE answer)

Primary Schooling or less	<input type="checkbox"/>	1	Post Secondary (Vocational)	<input type="checkbox"/>	5
Secondary Schooling	<input type="checkbox"/>	2	Diploma (University) & First Degree	<input type="checkbox"/>	6
Secondary (Vocational)	<input type="checkbox"/>	3	Post Graduate	<input type="checkbox"/>	7
Post Secondary	<input type="checkbox"/>	4			

24 What is the highest level of qualifications you attained? (please choose ONE answer)

Less than O-Level equivalent	<input type="checkbox"/>	1	University Diploma or equivalent – Overseas Institution	<input type="checkbox"/>	6
O-Level	<input type="checkbox"/>	2	University Degree – Baccalaureate	<input type="checkbox"/>	7
A-Level	<input type="checkbox"/>	3	University Degree – Masters' Level	<input type="checkbox"/>	8
Vocational Certification (City & Guilds or equivalent)	<input type="checkbox"/>	4	University Doctoral	<input type="checkbox"/>	9
University Diploma or equivalent – Local	<input type="checkbox"/>	5	Other (specify)	<input type="checkbox"/>	10

25 Others Specify



At Work

26 What is the name of Company with which you are employed?

27 How can you describe the Company? **(select one answer)**

Government Organisation/Department	<input type="checkbox"/>	1	Private Company	<input type="checkbox"/>	4
Parastatal Company	<input type="checkbox"/>	2	Commercial Partnership	<input type="checkbox"/>	5
Publicly Listed Company	<input type="checkbox"/>	3	Non-Profit Organisation	<input type="checkbox"/>	6

28 How do you describe your Company's sector of activity? **(select one answer)**

Agriculture & fishery	01	Mfg: Metal products & engineering	09	Other personal services	17
Banking, finance & insurance	02	Mfg: Leather & leather goods	10	Printing	18
Communications	03	Mfg: paper	11	Real Estate	19
Community & business	04	Mfg: Pharmaceutical	12	Recreation services	20
Government services	05	Mfg: Rubber & chemical	13	Stone quarrying & construction	21
Hotel & Catering	06	Mfg: textiles, footwear & clothing	14	Storage & warehousing	22
Mfg: Electrical products & appliances	07	Mfg: Transport Equipment	15	Transport	23
Mfg: food, beverage & tobacco	08	Mfg: wood, cork & furniture	16	Utility: Energy & Water supply	24
				Wholesale & retail	25

29 What is your present job?

<input type="checkbox"/>	<input type="checkbox"/>
1	2

30 Basis?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3

31 Which of the following describes best your level of responsibility? **(select one answer)**

Senior Managers, Large Business Owners, Directors, High ranking Government Officials	<input type="checkbox"/>	1
Professionals (employed or self-employed)	<input type="checkbox"/>	2
Associate Professionals and Technical	<input type="checkbox"/>	3
Clerical employees	<input type="checkbox"/>	4
Skilled agriculture & fishery workers	<input type="checkbox"/>	5
Crafts & related trades	<input type="checkbox"/>	6
Plant & machine operator, assembly workers	<input type="checkbox"/>	7
Elementary occupations	<input type="checkbox"/>	8

32 How long have you been with this company?

Month Starting	Year Starting	Total Months

33 How long have you been in the present role?

Month Starting	Year Starting	Total Months

34 How long have you been in this telework position?

Month Starting	Year Starting	Total Months

35 Which of the following describes best the level of responsibility of your direct superior? **(select one answer)**

Designation **36**

Select Appropriate Level	Senior Managers, Large Business Owners, Directors, High ranking Officials	<input type="checkbox"/>	1
	Professionals (employed or self-employed)	<input type="checkbox"/>	2
	Associate Professionals and Technical	<input type="checkbox"/>	3
	Clerical employees	<input type="checkbox"/>	4
	Skilled agriculture & fishery workers	<input type="checkbox"/>	5
	Crafts & related trades	<input type="checkbox"/>	6
	Plant & machine operator, assembly workers	<input type="checkbox"/>	7
	Elementary occupations	<input type="checkbox"/>	8

37 Do you have employees reporting to you?

	YES	<input type="checkbox"/>	OR	<input type="checkbox"/>	NO
--	-----	--------------------------	-----------	--------------------------	----

If 'No', go to 46

How many employees report to you? (enter number of employees in total at each level)

38	Senior Managers, Directors, High ranking Officials		39	Professionals (employed or self-employed)	
40	Associate Professionals and Technical		41	Clerical employees	
42	Skilled agriculture & fishery workers		43	Crafts & related trades	
44	Plant & machine operator, assembly workers		45	Elementary occupations	

What is the designation of your role?

46 **Designation**

47 Which of the following best describes your role's function? (Select one answer)

Administration	<input type="checkbox"/>	1	Maintenance	<input type="checkbox"/>	7
Customer Care	<input type="checkbox"/>	2	Marketing	<input type="checkbox"/>	8
Delivery / Distribution	<input type="checkbox"/>	3	Operations	<input type="checkbox"/>	9
Finance	<input type="checkbox"/>	4	Sales	<input type="checkbox"/>	10
Human Resources	<input type="checkbox"/>	5	Others	<input type="checkbox"/>	11
IT / ICT	<input type="checkbox"/>	6			

48 **Specify other**

Pattern of Work

How would you describe your pattern of teleworking?
Indicate the number of days in a typical month you spend working at:

49	Traditional, central office (employer)		50	Other Employer locations	
51	Home		52	On the road – visiting clients/customers or working at customers'	
53	Other				

54 **Specify other**

How much do you travel to do your work? (select one answer)
(to include time to travel from home to work and back and travelling to customers or other work related locations)

Less than an hour weekly	<input type="checkbox"/>	1	12 – 20 hours weekly	<input type="checkbox"/>	5
1 – 3 hours weekly	<input type="checkbox"/>	2	20 – 30 hours weekly	<input type="checkbox"/>	6
3 – 6 hours weekly	<input type="checkbox"/>	3	30 – 40 hours weekly	<input type="checkbox"/>	7
6 – 12 hours weekly	<input type="checkbox"/>	4	>40 hours weekly	<input type="checkbox"/>	8

Which of the following do you have available solely for your own use for work? (select where applicable)

	At Main Office		At Home		At Client Locations		At other employer locations
56	<input type="checkbox"/>	57	<input type="checkbox"/>	58	<input type="checkbox"/>	59	<input type="checkbox"/>
60	<input type="checkbox"/>	61	<input type="checkbox"/>	62	<input type="checkbox"/>	63	<input type="checkbox"/>
64	<input type="checkbox"/>	65	<input type="checkbox"/>	66	<input type="checkbox"/>	67	<input type="checkbox"/>
68	<input type="checkbox"/>	69	<input type="checkbox"/>	70	<input type="checkbox"/>	71	<input type="checkbox"/>
72	<input type="checkbox"/>	73	<input type="checkbox"/>	74	<input type="checkbox"/>	75	<input type="checkbox"/>
76	<input type="checkbox"/>	77	<input type="checkbox"/>	78	<input type="checkbox"/>	79	<input type="checkbox"/>

Did you share a desk before engaging in telework?

80 YES OR NO

Do you share a desk in your present job?

81	YES <input type="checkbox"/>	OR	NO <input type="checkbox"/>
-----------	------------------------------	-----------	-----------------------------

Which of the following technologies do you use for your work?

(circle where appropriate)

82	Fixed line telephone	<input type="checkbox"/>	83	Internet – phone line connection	<input type="checkbox"/>
84	Mobile phone	<input type="checkbox"/>	85	Internet – Broadband connection	<input type="checkbox"/>
86	Desktop PC	<input type="checkbox"/>	87	Internet – Mobile phone connection	<input type="checkbox"/>
88	Laptop/portable PC	<input type="checkbox"/>	89	Organisational Intranet	<input type="checkbox"/>
90	PDA	<input type="checkbox"/>	91	Others	<input type="checkbox"/>

92 Specify other

Impact of telework on your Life

Consider your life and work before telework and after that you started working in such arrangements. How true are the following statements in your case?

(please choose ONE answer per line)

		Not true at all					Very true indeed					No Answer / Not Applicable
		1	2	3	4	5	1	2	3	4	5	
93	Access to broadband Internet improved my work performance (skip if 85 is not selected)	1	2	3	4	5	&					
94	Access to broadband Internet improved my life at home (skip if 85 is not selected)	1	2	3	4	5	&					
95	telework made my work performance improve	1	2	3	4	5	&					
96	With telework, my output increased in total	1	2	3	4	5	&					
97	I spend less time to produce the same output of work than I did before adopting telework	1	2	3	4	5	&					
98	With telework I provide better quality work overall	1	2	3	4	5	&					
99	I am creative at work thanks to telework	1	2	3	4	5	&					
100	I output less work now than I used to before adopting telework	5	4	3	2	1	&					
101	I can control better my tasks now than I used to before entering in a telework arrangement	1	2	3	4	5	&					
102	I perform better in telework - there is more pressure to perform	5	4	3	2	1	&					
103	telework provides me with better levels of autonomy	1	2	3	4	5	&					
104	I work for longer hours now than I used before I teleworked	5	4	3	2	1	&					
105	All in all, telework provides me with better work conditions	1	2	3	4	5	&					
106	telework enables me to concentrate better on my work	1	2	3	4	5	&					
107	Overall, I travel less now than I used before adopting telework	1	2	3	4	5	&					
108	Overall, I find telework less stressful	1	2	3	4	5	&					
109	telework provides me with better career prospects	1	2	3	4	5	&					
110	I often work at home when I'm ill and cannot travel to my office	1	2	3	4	5	&					
111	I am more satisfied about work now than I used to be before teleworking	1	2	3	4	5	&					
112	I feel secure in my telework job	1	2	3	4	5	&					
113	I feel frustrated in my telework job	5	4	3	2	1	&					
114	My employer does not provide me with adequate support	5	4	3	2	1	&					
115	Deadlines to which I have to work are tighter than those imposed on regular workers in roles like mine	5	4	3	2	1	&					
116	Full-time, regular workers in roles like mine get paid better on an hourly basis than I do	5	4	3	2	1	&					
117	Full-time, regular workers in roles like mine get a better deal than I do	5	4	3	2	1	&					
118	Full-time, regular workers in jobs like mine command more respect than I do	5	4	3	2	1	&					

119 During the past 30 days, how often were you ill, could not go to your work/office yet you worked at home?

Specify number of days

How did telework influence your career? <i>(please state level of agreement with each of the following statements)</i>		Completely disagree					Completely agree					No Answer / Not Applicable
		1	2	3	4	5	6	7	8	9	10	
120	Thanks to telework I joined this employer	1	2	3	4	5	6	7	8	9	10	&
121	Thanks to telework I can stay with this employer	1	2	3	4	5	6	7	8	9	10	&
122	Thanks to telework I moved to this position	1	2	3	4	5	6	7	8	9	10	&
123	Thanks to telework I can stay in this position	1	2	3	4	5	6	7	8	9	10	&

What was the impact of telework on your personal finances? <i>(please choose ONE answer per line)</i>		Strong decline			Strong increase			No Answer / Not Applicable
		-2	-1	0	1	2	3	
124	Cash in hand	-2	-1	0	1	2	3	&
125	Travelling costs (fuel, public transport)	-2	-1	0	1	2	3	&
126	Costs related to care of children	-2	-1	0	1	2	3	&
127	Costs related to care of adults	-2	-1	0	1	2	3	&
128	Residence costs (upkeep & maintenance)	-2	-1	0	1	2	3	&
129	Utility costs (water & electricity)	-2	-1	0	1	2	3	&
130	Service costs (telephone & Internet)	-2	-1	0	1	2	3	&

Transport & Environment

	Day Starting	Day Ending	Total Days per week
131	How long is your typical work week?		
How is your average work week distributed? <i>Indicate the number of days in a typical week you spend:</i>			
132	Working at home the whole day?		Days
133	Working at main office all day?		Days
134	Working home for part of the day, and main office for the remainder?		Days
135	Working at home for part of the day and at other locations (not main office) for the remainder		Days
136	Other locations (outside home) or main office for all the day		Days
137	Other		Days
138	Specify other		
139	How many cars are there in your household?		
	None	<input type="checkbox"/>	0
	One	<input type="checkbox"/>	1
	Two	<input type="checkbox"/>	2
	Three	<input type="checkbox"/>	3
	Four or more	<input type="checkbox"/>	4
	No Answer / Don't Know	<input type="checkbox"/>	&
Go to if 'None' or 'No Answer / Don't Know'			
140	What is the type of engine of car mainly used for your travel to, from and for work? Indicate one where applicable		
	Petrol, below 1500cc	<input type="checkbox"/>	1
	Petrol, 1500 cc or larger	<input type="checkbox"/>	2
	Diesel, below 1500cc	<input type="checkbox"/>	3
	Diesel, 1500cc or larger	<input type="checkbox"/>	4
	No Answer / Don't Know / Not applicable	<input type="checkbox"/>	&

How did telework affect your weekly work related travelling requirements? Skip if 125 is '0'

		Effect			In Km		In Hours
Car travelling	141	Increase <input type="checkbox"/>	OR	Decrease <input type="checkbox"/>	142		143
Bus travelling	144	Increase <input type="checkbox"/>	OR	Decrease <input type="checkbox"/>	145		146
Other	147	Increase <input type="checkbox"/>	OR	Decrease <input type="checkbox"/>	148		149

On the days when you work at home, is the car you use for your work used by other members of the household?

150 YES OR NO

If 'NO' go to 153

How much is this car used additionally in an average week when compared to its situation before you started teleworking?

	In Km		In Hours
151	<input type="text"/>	152	<input type="text"/>

If you work for a whole day at home, do you have to make special journeys for any of the following tasks that you would otherwise carry out as part of travel to and from work? (circle where appropriate)

153	No extra journeys	<input type="checkbox"/>	154	Shopping	<input type="checkbox"/>
155	Transporting children	<input type="checkbox"/>	156	Leisure	<input type="checkbox"/>
157	Transporting adults	<input type="checkbox"/>	158	Others	<input type="checkbox"/>
159	Specify other	<input type="text"/>			

If you make special journeys, how much do you estimate these involve in an average week?

	In Km		In Hours
160	<input type="text"/>	161	<input type="text"/>

How much is this car used additionally in an average week when compared to its situation before you started teleworking?

	In Km		In Hours
162	<input type="text"/>	163	<input type="text"/>

Since starting telework, did you suffer any accidents at work (even if these included driving for work related reasons)?

164 YES OR NO

If 'No', go to 166

165 Can you specify such accidents?

Since starting telework, did the requirements of printing of documents at home change?

166 YES OR NO

If 'No', go to 168

167 How did such printing requirements change?

<input type="checkbox"/>	Increased considerably	1	<input type="checkbox"/>	Decreased slightly	3
<input type="checkbox"/>	Increased slightly	2	<input type="checkbox"/>	Decreased considerably	4
			<input type="checkbox"/>	No Answer / Don't Know	&

Social Aspects of telework

		Comparing your current telework with your previous 'traditional' work, can you indicate how your life changed? (please choose ONE answer per line)					No Answer / Not Applicable
		Less happening			More happening		
168	Starting work earlier	-2	-1	0	1	2	&
169	Starting work later	-2	-1	0	1	2	&
170	Finishing work earlier	-2	-1	0	1	2	&
171	Finishing work later	-2	-1	0	1	2	&
172	Taking breaks	-2	-1	0	1	2	&
173	Long breaks (30 minutes +)	-2	-1	0	1	2	&
174	Work in the evening	-2	-1	0	1	2	&
175	Work at the weekend	-2	-1	0	1	2	&
176	Having control of when and how to work (autonomy)	-2	-1	0	1	2	&
177	Feeling of job satisfaction	-2	-1	0	1	2	&
178	Work related stress	-2	-1	0	1	2	&
179	Feeling of job security	-2	-1	0	1	2	&
180	Frustration about technical support	-2	-1	0	1	2	&
181	Frustration about other forms of organisational support	-2	-1	0	1	2	&

Overall do you think your hours worked during the last four weeks are different from what you worked in your previous, non-telework job?

182 **DECREASED** **OR** **UNCHANGED** **OR** **INCREASED**

If 'UNCHANGED' go to 184

183 **By how many hours (weekly)?** Select one answer

Less than 5 hours weekly	<input type="checkbox"/>	1	11 – 15 hours weekly	<input type="checkbox"/>	3
5 – 10 hours weekly	<input type="checkbox"/>	2	16 hours +	<input type="checkbox"/>	4
			No Answer / Don't Know	<input type="checkbox"/>	&

If it were not for telework, would it have been possible to take up paid work?

184 YES **OR** NO

If 'YES', go to 194

If it were impossible to take up paid work, what would have been the main reasons?
(circle where appropriate)

185	Caring for children (as a single parent)	<input type="checkbox"/>	186	Temporary disability	<input type="checkbox"/>
187	Caring for children (with partner)	<input type="checkbox"/>	188	Poor health / illness	<input type="checkbox"/>
189	Caring for adults	<input type="checkbox"/>	190	Could not perform effectively	<input type="checkbox"/>
191	Permanent disability	<input type="checkbox"/>	192	Other	<input type="checkbox"/>

193 **Specify other**

How did telework affect your work life?

(please state level of agreement with each of the following items)

		Neutral							No Answer / Not Applicable
194	Completely isolated from work colleagues	-2	-1	0	1	2	Completely integrated with work colleagues	&	
195	Completely isolated from my social world	-2	-1	0	1	2	Completely in touch with my social world	&	
196	Negative about my social life	-2	-1	0	1	2	Positive about my social life	&	
197	More isolated owing to telework	-2	-1	0	1	2	Less isolated owing to telework	&	
198	Deteriorated quality of life	-2	-1	0	1	2	Improved quality of life	&	
199	Deteriorated balance between life & work	-2	-1	0	1	2	Improved balance between life and work	&	
200	More conflict at home	-2	-1	0	1	2	Less conflict at home	&	
201	Deteriorated health	-2	-1	0	1	2	Improved health	&	

If '0' in 201, go to 210

What are the key reasons behind the experienced changes in your health? (please choose ONE answer per line)		No effect at all					Strong effect					No Answer / Not Applicable
		0	1	2	3	4	5	6	7	8	9	
202	Changes in levels of work stress	0	1	2	3	4	5	6	7	8	9	&
203	Changes in levels of personal stress	0	1	2	3	4	5	6	7	8	9	&
204	Changes domestic harmony	0	1	2	3	4	5	6	7	8	9	&
205	Changes in driving requirements	0	1	2	3	4	5	6	7	8	9	&
206	Changes in physical exercise	0	1	2	3	4	5	6	7	8	9	&
207	Changes in diet	0	1	2	3	4	5	6	7	8	9	&
208	Other reasons	0	1	2	3	4	5	6	7	8	9	&
209	Specify other											

Do you have a permanent area for your telework activities that is separate from your other domestic areas?											
210	YES		<input type="checkbox"/>	OR	<input type="checkbox"/>	NO					
											If 'YES', go to 215

In carrying out telework, why is it that you have no separate permanent area for work? (please choose ONE answer per line)		Strongly disagree					Strongly agree					No Answer / Not Applicable
		1	2	3	4	5	6	7	8	9		
211	I prefer to work in different locations	1	2	3	4	5	6	7	8	9	&	
212	I do not have enough space at home to allocate one area for work	1	2	3	4	5	6	7	8	9	&	
213	My telework does not permit me to stay in one place	1	2	3	4	5	6	7	8	9	&	
214	Duties at home do not allow me to stay in one place working	1	2	3	4	5	6	7	8	9	&	

As a result of telework, how did your usage of different services outside work change? (please choose ONE answer per line)		Less happening / usage		Unchanged		More happening / usage		No Answer / Not Applicable
		-2	-1	0	1	2		
215	Cafeteria / Pubs / Restaurants	-2	-1	0	1	2	&	
216	Sports facilities	-2	-1	0	1	2	&	
217	Childcare facilities	-2	-1	0	1	2	&	
218	Beauty services (Hair salon, barber, beautician)	-2	-1	0	1	2	&	
219	Shops (clothing, accessories)	-2	-1	0	1	2	&	
220	Meeting friends (non-work)	-2	-1	0	1	2	&	
221	Meeting relatives	-2	-1	0	1	2	&	

Family & Personal Aspects

As a result of telework, did your time devoted to home / domestic work change?											
222	YES		<input type="checkbox"/>	OR	<input type="checkbox"/>	NO					
											If 'YES', go to 215

As a result of telework, how did your time devoted to the following home chores change? (please choose ONE answer per line)		Greatly Decreased		Unchanged		Greatly Increased		No Answer / Not Applicable
		-2	-1	0	1	2		
223	Caring for children	-2	-1	0	1	2	&	
224	Caring for elderly / people with disability at home	-2	-1	0	1	2	&	
225	Helping children with homework	-2	-1	0	1	2	&	
226	Shopping groceries	-2	-1	0	1	2	&	
227	Cooking	-2	-1	0	1	2	&	

228	Washing up after meals	-2	-1	0	1	2	&
229	Washing clothes / ironing	-2	-1	0	1	2	&
230	Cleaning house	-2	-1	0	1	2	&
231	Home maintenance (whitewashing, painting)	-2	-1	0	1	2	&
232	Car care (washing, cleaning, maintenance)	-2	-1	0	1	2	&
233	Taking care of yourself	-2	-1	0	1	2	&
234	Other	-2	-1	0	1	2	&
235	Specify other						

Skip to 244 if 200 = '0'

What are the key reasons behind the change in conflict between your household and yourself due to telework?

(please choose ONE answer per line)

		Neutral					No Answer / Not Applicable
236	More interruptions to work	-2	-1	0	1	2	&
237	More time working	-2	-1	0	1	2	&
238	More responsibility for child care	-2	-1	0	1	2	&
239	More responsibility for domestic tasks	-2	-1	0	1	2	&
240	Less around the house	-2	-1	0	1	2	&
241	More problems over access to ICT equipment	-2	-1	0	1	2	&
242	More problems related to use of car	-2	-1	0	1	2	&
243	More financial issues	-2	-1	0	1	2	&

Can you rate the overall effect of your telework on other household members?

(please choose ONE answer per line)

		Very negative	Unchanged	Very positive	No Answer / Not Applicable		
244	Partner	-2	-1	0	1	2	&
245	Dependent children	-2	-1	0	1	2	&
246	Grown up children	-2	-1	0	1	2	&
247	Other adults at home (independent)	-2	-1	0	1	2	&
248	Dependent adults	-2	-1	0	1	2	&

This survey forms part of a large research project that relates to the same areas discussed above. Would you be willing to help us in further research by participating in other surveys?

249	YES	<input type="checkbox"/>	OR	<input type="checkbox"/>	NO
-----	-----	--------------------------	-----------	--------------------------	----

Comments

Thank you for participating in this research

Appendix 3 Employers' Instrument (English Version)

Dear Sir/Madam

Following an award of contract by the National Commission for the Promotion of Equality, Allied Consultants are carrying out research among Malta based enterprises to explore aspects of employment and performance related to the adoption of telework. This project forms part of the Commission's approach in gender mainstreaming, involving the promotion of gender equality at all levels of society. The project is part financed by the European Union (European Social Fund) as part of the Structural Funds Programme for Malta 2004 – 2006.

Your company was selected to take part in this research following its request to be considered in response to a call of applications communicated by the Commission in the past weeks.

We shall be most grateful if you are willing to spend the 30 – 45 minutes in answering the questions asked by our interviewer. Any information you will provide us will be treated with the strictest of confidence and will not be seen by anyone in your own organisation. It will not be used in any way that can lead to the identification of individuals. Indeed, your response, like others from different employers participating in this research, will be used for analysis of aggregate results from all respondents

Our interviewer will answer any other questions you may have. Whilst thanking you for your participation, we hope that you enjoy the survey.

Yours sincerely,

Emanuel Said

Director

Administrative

Interview Date 001 Day	002 Month	Contact Sheet Reference: Enterprise Reference Code 003
<input type="text"/>	<input type="text"/>	<input type="text"/>
01 to 31		Refer to sample of enterprises
004 Location of interview (town)	<input type="text"/>	

Introduction (Read out)

Good morning/afternoon/evening. I am _____ from Allied Consultants. We are conducting a survey on aspects of telework – a form of work we understand you have, over the past months, used in the employment of some of your staff. **Can you help us?**

Result of Call					Reasons for non-cooperation:		
	Date	Time	Cooperation?		Not at office	Refusal	Other reasons*
1 st call			Yes	No	1	2	..
2 nd call			Yes	No	1	2	..
3 rd call			Yes	No	1	2	..

*Other reasons:

3 = no longer available (company closed down, shut down); 4 = requested postponement; 5 = other reasons

End Attempts if Non-cooperative on 3rd call

Introductory (Read out)

Who is the person responsible for Human Resource Management in this Company	Title	Name	Surname
	<input type="text"/>	<input type="text"/>	<input type="text"/>
Who is the person participating in this interview?	005 Title	006 Name	007 Surname
	<input type="text"/>	<input type="text"/>	<input type="text"/>
011 Designation	008	009	010
	<input type="text"/>	<input type="text"/>	<input type="text"/>

Quality Control

012 Respondent phone number

Back Check?

Yes No

Method?

Phone Personal Visit

BACKCHECK SUPERVISOR	<input type="text"/>							
BACKCHECK DATE	d	d	m	m	2	0	0	6

Initial Questions

013 In which year was the Company established in Malta?

014 How can you describe the Company? (select one answer)

Government Organisation/Department	<input type="checkbox"/>	1	Private Company	<input type="checkbox"/>	4
Parastatal Company	<input type="checkbox"/>	2	Commercial Partnership	<input type="checkbox"/>	5
Publicly Listed Company	<input type="checkbox"/>	3	Non-Profit Organisation	<input type="checkbox"/>	6

IF 00= 3, 4 or 5
Is respondent company part of an International Group?

015 Yes No

016 In what bracket does the fiscal revenue registered in 2005 fit? **(select one answer)**

< Lm 10,000	<input type="checkbox"/> 1	Lm 10,001 to Lm 100,000	<input type="checkbox"/> 2
Lm 100,001 to Lm 500,000	<input type="checkbox"/> 3	Lm 500,001 to Lm 1,000,000	<input type="checkbox"/> 4
Lm 1,000,001 to Lm 3,500,000	<input type="checkbox"/> 5	No Answer	<input type="checkbox"/> 99

017 Of the above, what was the % revenue earned from export activities? **(select one answer)**

No exports	<input type="checkbox"/> 1	1 – 10%	<input type="checkbox"/> 2
11 – 50%	<input type="checkbox"/> 3	>50%	<input type="checkbox"/> 4
		No Answer	<input type="checkbox"/> 99

How many employees are employed with this company?
(enter number of employees in each of the following)

018 Men – full-time		019 Women – full-time	
020 Men – part-time		021 Women – part-time	

How many TELEWORKERS are employed with this company?
(enter number of employees in each of the following)

022 Men		023 Women	
----------------	--	------------------	--

What roles are TELEWORKERS engaged in this company?
(enter number of employees in each of the following)

	Men	Women	Total
Secretarial / administration 024	025	026	
Data entry / word processing 027	028	029	
Sales / marketing 030	031	032	
ICT specialisation 033	034	035	
Management 036	037	038	
Maintenance 039	040	041	
Engineering 042	043	044	
Training / Education 045	046	047	
Financial services / accountancy 048	049	050	
Research & development 051	052	053	
Consultancy 054	055	056	
Translation work 057	058	059	
Other 060	061	062	

063 Others Specify

**How are these roles occupied?
Please provide the HOURS typically
spent in a typical WEEK by a teleworker
in roles engaged within this company.**

		At home		On main work premises		On clients' premises / elsewhere (excl travelling)	Skip if
Secretarial / administration	064	<input type="text"/>	065	<input type="text"/>	066	<input type="text"/>	26 = 0
Data entry / word processing	067	<input type="text"/>	068	<input type="text"/>	069	<input type="text"/>	29 = 0
Sales / marketing	070	<input type="text"/>	071	<input type="text"/>	072	<input type="text"/>	32 = 0
ICT specialisation	073	<input type="text"/>	074	<input type="text"/>	075	<input type="text"/>	35 = 0
Management	076	<input type="text"/>	077	<input type="text"/>	078	<input type="text"/>	38 = 0
Maintenance	079	<input type="text"/>	080	<input type="text"/>	081	<input type="text"/>	41 = 0
Engineering	082	<input type="text"/>	083	<input type="text"/>	084	<input type="text"/>	44 = 0
Training / Education	085	<input type="text"/>	086	<input type="text"/>	087	<input type="text"/>	47 = 0
Financial services / accountancy	088	<input type="text"/>	089	<input type="text"/>	090	<input type="text"/>	50 = 0
Research & development	091	<input type="text"/>	092	<input type="text"/>	093	<input type="text"/>	53 = 0
Consultancy	094	<input type="text"/>	095	<input type="text"/>	096	<input type="text"/>	56 = 0
Translation work	097	<input type="text"/>	098	<input type="text"/>	099	<input type="text"/>	59 = 0
Other	100	<input type="text"/>	101	<input type="text"/>	102	<input type="text"/>	62 = 0

What is the typical employment status of these teleworkers?
(circle one answer per line)

	Permanent Employee	Temporary / Casual Employee	Employed by subcontractor	Self-employed	Trainee / placement student	Not applicable/ no answer
103 Secretarial / administration (skip if 28 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
104 Data entry / word processing (skip if 31 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
105 Sales / marketing (skip if 34 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
106 ICT specialisation (skip if 37 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
107 Management (skip if 40 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
108 Maintenance (skip if 43 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
109 Engineering (skip if 46 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
110 Training / Education (skip if 49 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
111 Financial services / accountancy (skip if 52 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
112 Research & development (skip if 55 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
113 Consultancy (skip if 58 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
114 Translation work (skip if 61 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
115 Other (skip if 64 = 0)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

What equipment would a teleworker typically use in his/her job in this company? (circle where applicable)	Desk		Filing Cabinet		Desktop PC		Laptop PC		Telephone		Fax	Skip if	
Secretarial / administration	116	<input type="checkbox"/>	117	<input type="checkbox"/>	118	<input type="checkbox"/>	119	<input type="checkbox"/>	120	<input type="checkbox"/>	121	<input type="checkbox"/>	26 = 0
Data entry / word processing	122	<input type="checkbox"/>	123	<input type="checkbox"/>	124	<input type="checkbox"/>	125	<input type="checkbox"/>	126	<input type="checkbox"/>	127	<input type="checkbox"/>	29 = 0
Sales / marketing	128	<input type="checkbox"/>	129	<input type="checkbox"/>	130	<input type="checkbox"/>	131	<input type="checkbox"/>	132	<input type="checkbox"/>	133	<input type="checkbox"/>	32 = 0
ICT specialisation	134	<input type="checkbox"/>	135	<input type="checkbox"/>	136	<input type="checkbox"/>	137	<input type="checkbox"/>	138	<input type="checkbox"/>	139	<input type="checkbox"/>	35 = 0
Management	140	<input type="checkbox"/>	141	<input type="checkbox"/>	142	<input type="checkbox"/>	143	<input type="checkbox"/>	144	<input type="checkbox"/>	145	<input type="checkbox"/>	38 = 0
Maintenance	146	<input type="checkbox"/>	147	<input type="checkbox"/>	148	<input type="checkbox"/>	149	<input type="checkbox"/>	150	<input type="checkbox"/>	151	<input type="checkbox"/>	41 = 0
Engineering	152	<input type="checkbox"/>	153	<input type="checkbox"/>	154	<input type="checkbox"/>	155	<input type="checkbox"/>	156	<input type="checkbox"/>	157	<input type="checkbox"/>	44 = 0
Training / Education	158	<input type="checkbox"/>	159	<input type="checkbox"/>	160	<input type="checkbox"/>	161	<input type="checkbox"/>	162	<input type="checkbox"/>	163	<input type="checkbox"/>	47 = 0
Fin. services / accountancy	164	<input type="checkbox"/>	165	<input type="checkbox"/>	166	<input type="checkbox"/>	167	<input type="checkbox"/>	168	<input type="checkbox"/>	169	<input type="checkbox"/>	50 = 0
Research & development	170	<input type="checkbox"/>	171	<input type="checkbox"/>	172	<input type="checkbox"/>	173	<input type="checkbox"/>	174	<input type="checkbox"/>	175	<input type="checkbox"/>	53 = 0
Consultancy	176	<input type="checkbox"/>	177	<input type="checkbox"/>	178	<input type="checkbox"/>	179	<input type="checkbox"/>	180	<input type="checkbox"/>	181	<input type="checkbox"/>	56 = 0
Translation work	182	<input type="checkbox"/>	183	<input type="checkbox"/>	184	<input type="checkbox"/>	185	<input type="checkbox"/>	186	<input type="checkbox"/>	187	<input type="checkbox"/>	59 = 0
Other	188	<input type="checkbox"/>	189	<input type="checkbox"/>	190	<input type="checkbox"/>	191	<input type="checkbox"/>	192	<input type="checkbox"/>	193	<input type="checkbox"/>	62 = 0

Which of the following technologies would TELEWORKERS use at work here? (circle where appropriate)			
194	Fixed line telephone	<input type="checkbox"/>	
196	Mobile phone	<input type="checkbox"/>	
198	Desktop PC	<input type="checkbox"/>	
200	Laptop/portable PC	<input type="checkbox"/>	
202	PDA	<input type="checkbox"/>	
195	Internet – phone line connection	<input type="checkbox"/>	
197	Internet – Broadband connection	<input type="checkbox"/>	
199	Internet – Mobile phone connection	<input type="checkbox"/>	
201	Organisational Intranet	<input type="checkbox"/>	
203	Others	<input type="checkbox"/>	
204	Specify other		

Telework Implementation

205	When was telework adopted in this company? (specify year)	
206	On whose initiative? (specify designation)	

Was there any opposition for the adoption of telework?					
207	YES	<input type="checkbox"/>	OR	<input type="checkbox"/>	NO

If 'NO' skip to 0

Who and what level of opposition did the following (if applicable) present in respect to telework? (please choose ONE answer per line)		Strong opposition					Strong encouragement					No Answer / Not Applicable
		-2	-1	0	1	2	-2	-1	0	1	2	
208	Company's Board	-2	-1	0	1	2	-2	-1	0	1	2	&
209	Senior Management	-2	-1	0	1	2	-2	-1	0	1	2	&
210	Human Resources Management	-2	-1	0	1	2	-2	-1	0	1	2	&
211	Legal Department	-2	-1	0	1	2	-2	-1	0	1	2	&
212	Finance Department	-2	-1	0	1	2	-2	-1	0	1	2	&
213	IT Department	-2	-1	0	1	2	-2	-1	0	1	2	&
214	Proposed teleworkers	-2	-1	0	1	2	-2	-1	0	1	2	&
215	Trade Unions	-2	-1	0	1	2	-2	-1	0	1	2	&
216	Other employees	-2	-1	0	1	2	-2	-1	0	1	2	&
217	Clients	-2	-1	0	1	2	-2	-1	0	1	2	&
218	Others	-2	-1	0	1	2	-2	-1	0	1	2	&
219	Others Specify											

		Problems										Skip if '&' at
		Cost	Management	Communications	Technical	Social	Employee protection	Insurance	Security	Resistance to change	Other	
220	Company's Board	1	2	3	4	5	6	7	8	9	10	0
221	Senior Management	1	2	3	4	5	6	7	8	9	10	0
222	Human Resources Management	1	2	3	4	5	6	7	8	9	10	0
223	Legal Department	1	2	3	4	5	6	7	8	9	10	0
224	Finance Department	1	2	3	4	5	6	7	8	9	10	0
225	IT Department	1	2	3	4	5	6	7	8	9	10	0
226	Proposed teleworkers	1	2	3	4	5	6	7	8	9	10	0
227	Trade Unions	1	2	3	4	5	6	7	8	9	10	0
228	Other employees	1	2	3	4	5	6	7	8	9	10	0
229	Clients	1	2	3	4	5	6	7	8	9	10	0
230	Others	1	2	3	4	5	6	7	8	9	10	0

In adopting telework, was a pilot scheme undertaken?

231 YES **OR** NO

If 'NO' skip to 0

What factors did you take into account when you evaluated this pilot scheme?

(please choose ONE answer per line)

	Weak / no consideration					Strong consideration					No Answer / Not Applicable
	0	1	2	3	4	0	1	2	3	4	
232	teleworker satisfaction	0	1	2	3	4	&				
233	Management satisfaction	0	1	2	3	4	&				
234	Client satisfaction	0	1	2	3	4	&				
235	Equipment cost	0	1	2	3	4	&				
236	Cost of operations (communications, utility, etc)	0	1	2	3	4	&				
237	Productivity	0	1	2	3	4	&				
238	Quality of work	0	1	2	3	4	&				
239	Savings on office overheads	0	1	2	3	4	&				
240	Savings on travel costs	0	1	2	3	4	&				
241	Training costs	0	1	2	3	4	&				
242	Administrative support costs	0	1	2	3	4	&				
243	Other	0	1	2	3	4	&				

244 Others Specify

Engaging / Employing teleworkers

How are teleworkers engaged in this company?

(circle where appropriate)

245	Management selects from existing staff	<input type="checkbox"/>	246	External recruitment	<input type="checkbox"/>
247	Existing staff can apply to become teleworkers	<input type="checkbox"/>	248	Staff contacts	<input type="checkbox"/>
			249	Others	<input type="checkbox"/>

250 Specify other

What factors did you take into account when you evaluate a prospective teleworker, apart from the ability to do a job competently?
(please choose ONE answer per line)

		Weak / no consideration			Strong consideration		No Answer / Not Applicable
		0	1	2	3	4	
251	Maturity	0	1	2	3	4	&
252	Self-sufficiency	0	1	2	3	4	&
253	Ambition / lack of ambition	0	1	2	3	4	&
254	Entrepreneurial attitude	0	1	2	3	4	&
255	Solo player	0	1	2	3	4	&
256	Family responsibilities	0	1	2	3	4	&
257	Disabilities	0	1	2	3	4	&
258	Trained / skills	0	1	2	3	4	&
259	Qualifications	0	1	2	3	4	&
260	Opportunities at home	0	1	2	3	4	&
261	Time potentially devoted to work	0	1	2	3	4	&
262	Other	0	1	2	3	4	&
263	Others Specify						
264	What qualities, if any, do you think would make a person unsuitable for teleworking?						

Managing teleworkers

How is the performance of teleworkers managed here?
(circle where appropriate)

265	Paid by results	<input type="checkbox"/>	266	Incentive awards	<input type="checkbox"/>
267	Deadlines / targets mutually agreed	<input type="checkbox"/>	268	Deadlines / targets set by management	<input type="checkbox"/>
269	Regular phone discussions with manager	<input type="checkbox"/>	270	Regular progress meetings with manager	<input type="checkbox"/>
271	Team meetings	<input type="checkbox"/>	272	On-line monitoring	<input type="checkbox"/>
273	Time sheets	<input type="checkbox"/>	274	Analysis of output	<input type="checkbox"/>
275	Spot checks	<input type="checkbox"/>	276	Self-managed	<input type="checkbox"/>
			277	Others	<input type="checkbox"/>

278 **Specify other**

Are teleworkers specially trained?

279 YES **OR** NO If 'NO' skip to 0

280 **How?**

How are teleworkers' training needs identified?

(circle where appropriate)

281	teleworkers expected to have already been trained	<input type="checkbox"/>	282	Individual Training Plans	<input type="checkbox"/>
283	teleworkers to request it	<input type="checkbox"/>	284	Training required because of new technology	<input type="checkbox"/>
285	Regular staff appraisal meetings	<input type="checkbox"/>	286	None	<input type="checkbox"/>
			287	Others	<input type="checkbox"/>
288	Specify other	<input type="text"/>			

How are teleworkers trained?

(circle where appropriate)

289	Courses provided by local institution	<input type="checkbox"/>	290	In house training programmes	<input type="checkbox"/>
291	Self training using manuals	<input type="checkbox"/>	292	Computer based training	<input type="checkbox"/>
			293	Others	<input type="checkbox"/>
294	Specify other	<input type="text"/>			

Is teleworker training different from the training provided to other human resources?

295 YES **OR** NO

If 'NO' skip to 0

296 How?

What form does day-to-day communication take: between teleworkers and their managers?
(please choose ONE answer per line)

	Daily	Weekly	Fortnightly	Monthly	Quarterly	Never	Not applicable / No Answer
297 Meetings: Face-to-face	5	4	3	2	1	0	&
298 Phone conversations	5	4	3	2	1	0	&
299 Electronic chat	5	4	3	2	1	0	&
300 Electronic mail	5	4	3	2	1	0	&
301 Fax	5	4	3	2	1	0	&
302 Organisation intranet	5	4	3	2	1	0	&
303 Others	5	4	3	2	1	0	&
304 Specify other	<input type="text"/>						

How effective do you consider such communication?
(please choose ONE answer per line)

	Very ineffective		Very effective			Skip if '0' or '&' at
305 Meetings: Face-to-face	1	2	3	4	5	0
306 Phone conversations	1	2	3	4	5	0
307 Electronic chat	1	2	3	4	5	0
308 Electronic mail	1	2	3	4	5	0
309 Fax	1	2	3	4	5	0
310 Organisation intranet	1	2	3	4	5	0
311 Others	1	2	3	4	5	0

Do teleworkers raise any complaints?

312 YES **OR** NO

If 'NO' skip to 0

313	About what?	

How do teleworkers compare with other regular human resources in this company?

(please choose ONE answer per line)

		Much Worse	Same	Much Better
314	Productivity	-2	0	2
315	Reliability	-2	0	2
316	Loyalty to organisation	-2	0	2
317	Quality of work	-2	0	2
318	Employee turnover	-2	0	2
319	Absenteeism	-2	0	2
320	Team effort	-2	0	2
321	Innovation	-2	0	2
322	Problem solving	-2	0	2
323	Complaining behaviour	-2	0	2

What complaints/demands do teleworkers present to management?

(please choose ONE answer per line)

		Never	Most common			
324	Insurance	0	1	2	3	4
325	Health & safety	0	1	2	3	4
326	Suitability of technology	0	1	2	3	4
327	Reliability of technology	0	1	2	3	4
328	Security of data	0	1	2	3	4
329	Employment conditions issues	0	1	2	3	4
330	Deadline issues	0	1	2	3	4
331	Quantity of work	0	1	2	3	4
332	Work interruptions	0	1	2	3	4
333	Travelling	0	1	2	3	4
334	Remuneration	0	1	2	3	4

How satisfied is your Company, in general, with telework?

335	Not satisfied at all	<input type="checkbox"/>	1
	Fairly dissatisfied	<input type="checkbox"/>	2
	Mixed feelings	<input type="checkbox"/>	3
	Fairly satisfied	<input type="checkbox"/>	4
	Very satisfied indeed	<input type="checkbox"/>	5
	Don't know / no answer	<input type="checkbox"/>	&

Telework presents advantages to your Company. How important are any of these potential advantages?

(please choose ONE answer per line)

						No Answer / Not applicable	
		Not important at all	Very important indeed				
336	Organisational flexibility	0	1	2	3	4	&
337	Improved customer service	0	1	2	3	4	&
338	Reduced costs	0	1	2	3	4	&
339	Convenience	0	1	2	3	4	&
340	Productivity gains	0	1	2	3	4	&
341	Quality of work	0	1	2	3	4	&
342	Retention of skilled human resources	0	1	2	3	4	&
343	Recruitment / access to skilled human resources	0	1	2	3	4	&
344	Access to human resources with caring responsibilities	0	1	2	3	4	&
345	Access to human resources with childcare responsibilities	0	1	2	3	4	&
346	Access to human resources with disabilities	0	1	2	3	4	&

347	Reduced stress among workers	0	1	2	3	4	&
348	Reduced commuting / transport challenges	0	1	2	3	4	&
349	Improved organisational environmental orientation	0	1	2	3	4	&
350	Reduced demands on space	0	1	2	3	4	&
351	Reduced redundancies	0	1	2	3	4	&
352	Reduced worker disputes	0	1	2	3	4	&
353	Enriched jobs	0	1	2	3	4	&
354	Improved human resource motivation	0	1	2	3	4	&
355	Other	0	1	2	3	4	&

356 **Specify other**

Telework presents disadvantages to your Company. How important are any of these potential disadvantages?

(please choose ONE answer per line)

		Not important at all				Very important indeed		No Answer / Not applicable
		0	1	2	3	4	&	
357	Challenging management	0	1	2	3	4	&	
358	telework reliability (Lack of)	0	1	2	3	4	&	
359	Poor quality of work	0	1	2	3	4	&	
360	Social isolation	0	1	2	3	4	&	
361	Out of touch with organisational developments	0	1	2	3	4	&	
362	Career development	0	1	2	3	4	&	
363	Employee loyalty	0	1	2	3	4	&	
364	Security challenges	0	1	2	3	4	&	
365	Insurance challenges	0	1	2	3	4	&	
366	Occupational health & safety challenges	0	1	2	3	4	&	
367	Occupational health & safety distractions	0	1	2	3	4	&	
368	Training difficulties	0	1	2	3	4	&	
369	Technical challenges	0	1	2	3	4	&	
370	Equipment costs	0	1	2	3	4	&	
371	Communication challenges	0	1	2	3	4	&	
372	Unavailability to face-to-face meetings	0	1	2	3	4	&	
373	Other	0	1	2	3	4	&	

374 **Specify other**

Finally, the following may present strategies that your company might be contemplating in respect with telework. What is the probability of these strategies happening?

(please state level of agreement with each of the following statements)

		Extremely improbable			Extremely probable		No Answer / Not Applicable
		-2	-1	0	1	2	&
375	Extending number of teleworkers	-2	-1	0	1	2	&
376	Reducing number of teleworkers	-2	-1	0	1	2	&
377	Extend telework to new occupations/roles	-2	-1	0	1	2	&
378	Reduce roles/occupations in telework	-2	-1	0	1	2	&
379	Abandon scheme altogether	-2	-1	0	1	2	&
380	Encourage telework to other employers	-2	-1	0	1	2	&
381	Wait & see	-2	-1	0	1	2	&

Comments

We thank you for your kind support and participation in this research.

Appendix 4 Bibliography

Apgar, M.V. (1998): 'The Alternate Workplace: Changing Where and How People Work'. Harvard Business Review, 76(3) 121-136

Akselsen, S. ed. (2001): 'Telework and Quality of Life: Basic Concepts and Main Results' [Internet] May 2001. Project Report P904. EDIN: 0084-0904. Available from: <<http://www.eurescom.de/public/projectresults/P900-series/P904d1-d4.asp>>

Baruch, Y. (2000): 'Teleworking: Benefits and Pitfalls as Perceived by Professionals and Managers', New Technology, Work and Employment 15, 1, 34-49.

Baruch, Y and Nicholson, N. (1997): 'Home, Sweet Work: Requirements for Effective Home Working'. Journal of General Management, 23(2) pp15-30

Baruch, Y. and Yuen, Y.K.J. (2000): 'Inclination to Opt for Teleworking: A Comparative Analysis of United Kingdom versus Hong Kong Employees'. International Journal of Manpower, Vol. 21 No.7, pp 521 - 539.

Bates, P. and Huws, U. (2002): 'EMERGENCE Project – Modelling eWork in Europe: Estimates, Models and Forecasts from the EMERGENCE project'. IES Report 388

Belanger, F. (1999): 'Workers' Propensity to Telecommute: An Empirical Study'. Information & Management, 35, pp.139-153.

Belanger, F. and Collins, R.,(2001): 'Distributed Work Arrangements: A Research Framework'. The Information Society, 14 (2), pp. 137-152.

Bibby, A. (1991): 'Home is Where the Office is'. Hodder Headway, Sevenoaks (UK), 1991, p. 31

Bibby, A. (1996): 'Teleworking and Trade Union Strategy', FIET, Geneva, 1996. <http://www.andrewbibby.com/Telework>

Blanpain, R (1997): 'The Legal and Contractual Situation of Teleworkers in the European Union'. Consolidated Report, European Foundation for the Improvement of Living and Working Conditions, Dublin, 1997

BLS, Labor Force Statistics from the Current Population Survey, Work at Home in 1997, <http://stats.bls.gov/news.release/homey.nws.htm>

Brown, G. W. and T. Harris (1978): 'The Social Origins of Depression: A Study of Psychiatric Disorder in Women'. London, Tavistock Publications

Camilleri, J. (1996): 'Persons with Disability and Teleworking'. A presentation delivered at Malta's Annual Seminar for the Computer Society of Malta 'Flexible Working in an Information Society';

Casimir, G.J. (2001): 'The Impact of Telecommuting on the Division of Labour in the Domestic Setting'.

Conway Smith, K. & Kimmel, J. (1998): 'Male Labor Supply Estimates and the Decision to Moonlight'. Labor Economics Vol 2, 1998.

Cox, T. and Griffith, A. (1994): 'Manual on Occupational Stress in Nursing'. International Labour Organisation, Geneva.

Cyber Dialogue, 'Telecommuting Boosted' in 1998 by Internet and Economy, Press Release, New York, at <http://www.cyberdialogue.com/resource/press/releases/1998/10-28-btelecommuting.html>

Darmanin, M. (1992): 'The Labour Market of Schooling: Maltese Girls in Education and Economic Planning'. Gender and Education, Vol 4, no 1, pp

Darmanin, M. (1994): 'Privatisation: Policy and Politics'. in Sultana, R. G. and G. Baldacchino (eds) Maltese Society: A Sociological Inquiry, Msida, Mireva Publications

Darmanin, M. (1996): 'Women's Studies in Adult Education', in Mayo, P. and G. Baldacchino, (eds) Beyond Schooling. Adult Education in Malta, Malta, Mireva Publications.

Depickere, A. (1999): 'Managing Virtual Working: Between Commitment and Control?' In Jackson, P. ed. Virtual Working: Social and Organisational Dynamics. London, Routledge.

De Vito, G. N. (2000): 'Teleworking and Methods of Measurement: A Proposal for a Quantitative Analysis at the Macroeconomic Level', BNL Edizioni, Rome

Di Martino, V. (2001): 'The High Road to Teleworking'. International Labour Organisation, Geneva.

Dunn, L. and Dunn, H. (1999): 'Employment, Working Conditions and Labour Relations in Offshore Data Services Enterprises: Case Studies of Barbados and Jamaica'. Multinational Enterprise Programme, Working Paper N°86, International Labour Organisation, Geneva.

Duxbury, L. and Neufeld, D. (1999): 'An Empirical Evaluation of the Impacts of Telecommuting on Intra-organizational Communication'. Journal of Engineering and Technology Management [Internet] 16, pp 1-28. Available from: <<http://www.sciencedirect.com>>

EKOS, Canadians and Telework (2000) <http://www.ekos.ca/nov98.htm>

Empirica (2000): 'Benchmarking Telework in Europe 1999', Auswertung des 'General Population Survey (GPS)', Bonn. <http://www.empirica.com>. These findings are also available on the website www.ecatt.com. See also European Commission DG Information Society, eWORK 2000 (Status Report on New Ways to Work in the Information Society), Brussels 2000, p. 28ff

Employment & Training Corporation (2005): 'Employment Barometer Winter 2004 Spring 2005'. Employment & Training Corporation, Malta.

European Trade Union Council (1996): Position paper on the Green Paper 'Living and Working in the Information Society', December 1996.

European Commission (1997): 'Employment and People with Disabilities. Report of the Special Meeting of the High Level Group on Disability', Brussels, 15 October 1997, pp.11and 12

European Commission (1997): Mainstreaming Disability within EU Employment and Social Policy', A DG V working paper,1998, p.6 and 8. http://europe.eu.int/comm/employment_social/soc-prot/disable/highlevelgroup/disable_en.pdf

European Commission (DG Employment & Social Affairs) (2000): 'First Stage Consultation of Social Partners on Modernising and Improving Employment Relations', 2000

European Commission (DG Information Society) (2000): 'eWORK 2000' (Status Report on New Ways to Work in the Information Society), Brussels 2000, p. 28ff

European Foundation for the Improvement of Living and Working Conditions, (1999): 'Work Options for the Future Full-time v. Part-time: Realities and Preferences of Those Currently in Paid Employment'. Dublin.

European Telework Online (2000): 'What is Teleworking?...Telecommuting?' [Internet] Available from:< http://www.eto.org.uk/faq/defn_tw.htm>

European Commission Information Society Programme (2004): 'Sustainable Teleworking – Identifying and Evaluating the Economic Environmental and Social Impacts of Teleworking'

Evetts, J. (1994): 'Career & Gender: The Conceptual Challenge', in Evetts, J. (ed) Women and Career: Themes and Issues in Advanced Industrial Societies, London, Longman

eye cue ltd (2004): 'The number of people with disabilities', <http://www.eyecue.co.uk/pats/6a.html>

FAMILIES (2002) 'Deliverable No 3 Results of Family Survey'. Final report EC project IST 1999 14115 Feb 2002

Fitzer, M.M. (1997): 'Managing from Afar: Performance and Rewards in Telecommuting Environment'. Compensation and Benefits Review, 29(1) 65-73

Gonzi, L. (2005): 'Building on our Strengths... For a Better Quality of Life'. Budget Speech 2006 Ministry of Finance, Malta Government Press 2005.

Gordon, G. (2000): 'What's the difference between 'Telecommuting' and 'Telework?'' <http://www.gilgordon.com/telecommuting/adminfaq/admin01.htm>

Grimes, S. (2000): 'Rural Areas in the Information Society: Diminishing Distance or Increasing Learning Capacity'. Journal of Rural Studies 16 (2000) 13-21

Guimaraes, T. and Dallow, P. (1999): 'Empirically Testing the Benefits, Problems and Success Factors for Telecommuting Employees'. Journal of the End User Computing 10(4), 33-41.

Hakim, C. (1987): 'Home-Based Work in Britain'. London: Department of Employment Research Paper no 60.

Hellot, P. J. and Hellot, R. (1995): 'Telecommuting in Southern California', Transport Research Record, 1606, 1995, p.86

Hopkinson, P.G, James, P., and Maruyama, T. (2001): 'Some Travel, Social and Economic Impacts Resulting from Home Based Teleworking - A Study on Call Centre Employees'. Report to the Automobile Association. AA.

Hopkinson, P.G and James, P. and Maruyama, T. (2002): 'BT Workabout 2002'. Final report to British Telecom. BT

Huhtanen, P. (1997): 'The Health and Safety Issues for Teleworkers in the European Union', European Foundation for the Improvement of Living and Working Conditions, Working paper n° WP/97/39/EN, Dublin, 1997, p.35

Huws, U. (1984): 'The New Homeworkers: New technology and the Changing Location of White-collar Work', Low Pay Unit, London.

Huws, U. (1995): 'Teleworking, Follow-up to the White Paper', in Social Europe, supplement 3/95, DG V European Commission, Brussels 1995, p. 47-8

Huws, U., Korte, W., Robinson, S. (1990): 'Telework – Towards the Elusive Office'. Published John Wiley, Chichester and New York, 1990, p. 68

Huws, U., Podro, S., Gunnarsson, E., Weijers, T., Arvanitaki, K., Trova, V., (1996): 'Teleworking and Gender', Institute for Employment Studies, University of Sussex, report 317, p. 72-3

Huws, U. et al (1999): 'Teleworking and Globalisation'. Brighton, The Institute for Employment Studies.

International Labour Organisation (1990): 'Conditions of Work: Digest on Telework', Vol. 9, 1, 1990, ILO, Geneva, p.3.

International Labour Organisation (1997): 'Contract Labour – Report' (VI) p. 12

International Labour Organisation (2000): 'The Employment Relationship: Scope'. Delivered during the Meeting of Experts on Workers in Situations Needing Protection. Geneva, 15-19 May 2000

International Telework Association and Council (ITAC) (1999): 'Telework America Online Curriculum'. http://www.telecommute.org/twa/1999_research_results.html

Information Society Technologies (2002): 'eWork 2001 – Status report on New Ways to Work in the Knowledge Economy'. European Commission, Brussels. http://europa.eu.int/information_society/activities/atwork/documents/ework2001.pdf

James, P. (2004): 'Is Teleworking Sustainable? – An Analysis of its Economic, Environmental and Social Impacts'. European Project IST-2001-33228 SUSTEL Consortium. Project Funded by European Commission Directorate-General Information Society Technologies initiative (<http://www.cordis.lu/ist>). Document available from <http://www.sustel.org>

-
- JALA International Inc. (2002): 'Definitions of Technical Terms Concerning Telecommuting'.
<http://www.jala.com/definitions.htm>
- Jensen, M. (1993): 'The Modern Industrial Revolution, Exit, and the Failure of Internal Control Systems'. American Journal of Finance 48, no. 3 (July): 851.
- Johnson, N.J., (2001): 'Case Study of the St Paul Companies' Virtual Office for the Risk Control Division' in Telecommuting and Virtual Offices: Issues and Opportunities. Idea Group.
- Kay, J. (1993): 'Foundations of Corporate Success' Kogan Page, London.
- Kimmel, J. (1995): 'Moonlighting in the United States'. Employment Research, Spring 1995.
- Korte, W.B., and Wynne, R. (1996): 'Telework: Penetration, Potential and Practice in Europe', European Commission DG X III- 8, 1996, pp. 34-36.
- Kodz, J., Davis, S., Lain, D., Sheppard, E., Rick, J., Strebler, M., Bates, P., Cummings, J., Meager, N., D'Anxo, D. (Centre for European Labour Market Studies, Göteborg) Gineste S.(Quat'alyse) and Trinczek, R., Pamer, S. (Technische Universität, München) (2002): 'Working Long Hours in the UK. A Review of the Research Literature, Analysis of Survey Data and Cross National Organisation Case Studies'. Research Series No 16. Department of Trade and Industry, Employment Relations Research Series ERRS16
- Mahmassani, H.S., Yen, J., Herman, R. and Sullivan, M.A.(1992): 'Employee Attitudes and Stated Preferences Toward Telecommuting: an Exploratory Analysis'. Transportation Research Record 1413, p.31;
- McQuarrie, F. (1994): 'Telecommuting: Who Really Benefits?' Business Horizons, 37 (6), pp.79 - 83.
- Meyer, S.M., (2001): 'Work Family Benefits: Which one Maximises Profits?' Journal of Managerial Issues. Spring 2001.
- Ministry of Labour, Finland (1996): 'Directions of Telework in Finland'. Publication of Labour Administration n°143, Helsinki, 1996, p.21
- MIRTI (Models of Industrial Relations in Telework Innovation) (1998): 'Implementing Telework'. CDROM produced 1998. Also available from <http://www.euro-Telework.org>
-

Nilles, J. M. (1999): 'Electronic Commerce and New Ways of Working Penetration, Practice and Future Development in the USA'. JALA International, Inc. Los Angeles, <http://www.ecatt.com>

MIIT (2004): 'National ICT Strategy 2004'. Ministry for Information Technology Malta

National Statistics Office Malta (NSO) (2003): 'ICT Usage in Households 2002'.

National Statistics Office Malta (NSO) (2005): 'Survey on Information Communication Technologies – Usage of Enterprises 2003'

Olivier, P., Milpied-Jochem, M. A. and Alastuey J. (Centre de Readaptation Professionnelle de Nanteau sur Lunain, France) (1999): 'Quelle Place Pour Le Télétravail. Problématique De L'Intégration Des Personnes Handicapées', 6 October 1999.

Osterman, P. (2001): 'Flexibility and Commitment in the United States Labour Market'. Paper prepared for the research programme 'Adjustment of Labour Markets to Economic and Structural Change: Labour Market Flexibility, Security and Labour Market Policies' by the Labour Market Policy Team of the International Labour Organisation's Employment Strategy department. Employment Paper 2001/18 International Labour Organisation © 2001.

Qvortrup, L. (1998): 'From Telework to Networking: Definitions and Trends', in Jackson, P. and van der Wielen, J. (eds), Teleworking: International Perspectives from Telecommuting to the Virtual Organisation. Routledge, London, pp. 21–39.

Pahl, R. E. (1984): 'Divisions of Labour'. Oxford, Basil Blackwell

Pekkola, J. (1997): 'Telework and Labour Market', 4th European Assembly on Telework and New Ways of Working, September 1997, Stockholm, p.11

Pinsonneault, A and Boisvert, M. (1999): 'The Impacts of Teleworking on Organisations and Individuals: A Review of the Literature'. In Johnson, N.J. Ed. (2001) Telecommuting and Virtual Offices: Issues and Opportunities. Idea Group.

Public Service Alliance of Canada (1994): 'Telework Policy Adopted by the PSAC'. Presented during the Triennial Convention held in April 1994 in Montreal, Quebec;

Public Service Alliance of Canada (1996): 'Delivering Public Services from Home: Telework in the 90's', Ottawa, 1996 p.269

-
- St. John, B. (2002): 'Telework – The Practical Alternative'. Published in the Sunday Circle February 2002. Available from <http://mitts.gov.mt/default.aspx>
- Salmi, M. (1997): 'Home-Based Work, Gender and Everyday Life'. In *Virtually Free: Gender, Work and Spatial Choice*. NUTEK. 1997, p.139-141
- Saxena, S. and Mokhtarian, P. (1997): 'The Impact of Telecommuting on Activity Space of Participants and Their Households'. *Geographical Analysis*, vol. 29, pp. 124–144
- Shafizadeh, K. R., Niemeier, D., Mokhtarian, P. and Salomon, I. (1998): 'The Costs and Benefits of Telecommuting: An Evaluation of Macro-Scale Literature'. University of California, Davis, California Path Working Paper UCB-ITSPWP- 98-5, Davis.
- Shelton, B. A. (1992): 'Women, Men and Time: Gender Difference in Paid Work, Housework and Leisure'. Westport, Greenwood Press
- Smith, I. and Baruch, Y. (2001): 'Telecommuting and Legal Aspects' in *Telecommuting and Virtual Offices: Issues and Opportunities*. Johnson, N.J. Ed. (2001) Idea Group.
- Spinks, W.A., Steffensen, S. K., Shouzugawa, Y. and Yoshizawa, Y. (1999): 'Electronic Commerce and New Ways of Working Penetration, Practice and Future Development in Japan'. <http://www.ecatt.com>
- STAR (2001) 'Europe the Digital Way Employment Growth and Transformation', STAR Annual Report 2001, Milan: Databank Consulting. <http://www.databank.it/star>
- Standen, P., Daniels, K., and Lamond, D. (1999) 'The Home as a Workplace: Work-Family Interaction and Psychological Well-Being in Telework'. *Journal of Occupational Health Psychology*. 4 (4), pp 368-381.
- Stanworth, J. and C. Stanworth (1991): 'Entreprise 2000: Workbase the Electronic Cottage?' in Curran, J. and R. A. Blackburn (eds) *Paths of Enterprise: the Future of the Small Business*, London, Routledge.
- Sullivan, C. (2000): 'Space and the Intersection of Work and Family in Homeworking Households'. *Community, Work and Family*, 3, 2, 185–204.
- Tabone, C. (1987): 'The Secularization of the Family in Changing Malta'. Malta, Dominican Publications
-

Tabone, C. (1995): 'Maltese Families in Transition: A Sociological Investigation'. Malta, Ministry for Social Development

Telefutures (1996): 'Telework Ireland', Telefutures, 1996, at <http://www.forbairt.ie/about/publications/telefutu/index.html>

Teo, T. S. H., Lim, V. K. G., and Wai, S. H. (1998): 'An Empirical Study of Attitudes Towards Teleworking among Information Technology (IT) Personnel'. International Journal Information Management 18 (5), pp.329-343

Tessler, J. (1998): 'Telework' in Encyclopaedia of Occupational Health and Safety, vol III, Stellman, J.M. (ed). International Labour Organisation, Geneva, 1998

Trembly, A.C. (1998): 'Telecommuting Productively'. Beyond Computing, 7(4) 42-44

TRIP (2002): 'Project Description, Copenhagen: Centre for Transport Research on Environmental and Health Impacts and Policy'. <http://www.akf.dk/trip>

Trade Union Council (Economic and Social Affairs Department) (1998): 'New Information and Communications Technologies at Work', January 1998, p.21

US Department of Commerce, Economic and Statistic Administration, (1999): 'Census Brief', CENBR/97-5, December 1997, p.1

Van Sell, M. and Jacobs, S. (1994): 'Telecommuting and Quality of Life – A Review of the Literature and a Model for Research'. Telematics and Information, 11 (2), pp. 81-95.

Yen, J., Mahmassani, H.S., and Herman, R. (1994): 'Employer Attitudes and Stated Preferences Toward Telecommuting: an Exploratory Analysis'. Transportation Research Record 1463, 1994, p.15

