Annotated Bibliography of Telework, Job Satisfaction, and Employee Attitudes

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Abstract

The following annotated bibliography includes an abbreviated list references that address

telework, job satisfaction, and employee satisfaction issues in recent 10 years. The results are

found from PsycTESTS, PsycARTICLES, PsycBOOKS, PsycINFO, and PsycCRITIQUES. The

original results are 27, however two of them are not related to authors' topic that much.

Therefore, 25 articles are selected as the final sources in this bibliography.

     Keywords: telework, job satisfaction, employee attitude

Belle, S. M., Burley, D. L., & Long, S. D. (2015). Where do I belong? High-intensity teleworkers' experience of organizational belonging. *Human Resource Development International*, *18*(1), 76-96. doi:10.1080/13678868.2014.979006

There have been researches showing that a sense of connectedness and feelings of belonging at work contribute to employee engagement, productivity, and performance, but little is known about how individuals remain connected to the organization and its members in the context of telework. This phenomenological study aims to describe and understand the key aspects of high-intensity teleworkers' experience of organizational belonging. Semi-structured interviews are conducted with individuals across different industries and organizations who meet the participation criteria until saturation in data collection is reached. Data are analyzed using Colaizzi's (1978) formulated meaning and exhaustive description approach.

The results are: Notions of identity and having relationship space to exercise one's identity appear to be closely linked to how organizational belonging is experienced by high intensity teleworkers. Expressions of organizational belonging included experiences that reflected self and other awareness, personal and professional fulfilment, support from others and participation. Employees also experienced different degrees of organizational belonging, ranging from a superficial identification to identity fulfilment. The feelings of not belonging will emerge in a situation where there is a lack of credibility, conflict, a loss of stability and exclusion from ownership.

This study serves as a valuable qualitative research on how notions of organization belonging has changed after employees adopted telework. The findings showing

employees in different situations will experience different degrees of organizational

belonging could be further researched and have important practical implications.

Caillier, J. G. (2012). The impact of teleworking on work motivation in a U.S. Federal

government agency. *The American Review of Public Administration, 42*(4), 461-480.

doi:10.1177/0275074011409394

In this study, the authors hypothesize that teleworkers will report more motivation

(measured in job satisfaction, organizational commitment, and job involvement in this

study) over non-teleworkers. They also hypothesize that frequent teleworkers will report

more motivation than infrequent teleworkers. The data used in this study is an existing

dataset, the 2010 Fed View Survey, which evaluates government employees. To narrow

down the sample further, only data from Department of Health and Human Services is

used, because of size and the number of employees eligible for telework. It should be

noted that in this study 46.5% of women telework while only 39.7% of men. This could

be for a variety of factors such as the nature of public service versus private industry. It

is also found that minorities are less likely to telework than non-minorities. Lastly,

employees who have been with the agency for less than year or are less than 29 years of

age or greater than 60 are also less likely to telework.

The study found that there is a fairly high level of correlation between job satisfaction,

job involvement, and organizational commitment. Employees who are empowered and

work under supportive managers are more likely to be motivated. However, when

looking at telework, workers who are infrequent teleworkers have higher levels of

motivation, in all areas, than frequent teleworkers. In addition to this finding, workers

with technical issues and those who choose not to telework have higher motivation with

respect to organizational commitment over those who telework frequently. This is opposite of what had been expected. One finding did emerge that aligned with the hypothesis, which is that workers that are allowed to telework have higher levels of motivation, in job satisfaction, job involvement, and organizational commitment, when compared to workers not allowed to telework.

Davis, S. N., Shevchuk, A., & Strebkov, D. (2014). Pathways to satisfaction with work-life balance: The case of Russian-language Internet freelancers. *Journal of Family and Economic Issues*, *35*(4), 542-556. doi:10.1007/s10834-013-9380-1

This paper examines satisfaction with work-life balance among non-standard workers, whose work life does not necessarily inhabits its own distinct domain. Building on the classic resource-demand model and previous findings, they hypothesize the effects of different work and life demands and resources such as workload, dual employment, tenure, professional mastery, and income, as well as the role overall life satisfaction plays in satisfaction with work-life balance. Data are obtained online from 6,009 Russian-language internet freelancers, who are typically both autonomous contractors and teleworkers. The findings support the demand-resource model as self-employed professionals who have more autonomy and control over their time and less workload are generally more satisfied with their work-life balance. But some processes differ by gender, e.g., being the caregiver to a child only has negative correlation with women's satisfaction with work-life balance. Besides, accumulated resources do not uniformly yield greater satisfaction with work-life balance. They also find that overall life satisfaction has significant influence on satisfaction with work-life balance and also acts

as a mediator for the influence of some demands and resources on both male and female freelancers' satisfaction with work-life balance.

A key contribution of this paper is the application of the demand-resource framework to non-standard workers, and the inclusion of overall life satisfaction. Some interesting findings worthy of notice are gender differences in family demands, and no different results of income and work tenure.

Duxbury, L., & Halinski, M. (2014). When more is less: An examination of the relationship between hours in telework and role overload. *Work: Journal of Prevention, Assessment & Rehabilitation*, *48*(1), 91-103.

Role overload is commonly experienced by modern employees and has been shown incurs many negative consequences, and teleworking has been suggested as a potential way to help employees cope with the demands at work and at home. The purpose of the current paper is to provide empirical data informing the extent to which telework arrangements help people cope with work and family overload caused by increased demands at work and at home. Using Karasek's demand-resource theory, they hypothesize that the relationship between demands (hours in work per week; hours in childcare per week) and strain (work role overload; family role overload) is moderated by the number of hours the employee spent per week teleworking (control). Data are collected from a large national employee survey in Canadian, including 1,806 male and female professional employees who spent at least one hour per week working from home during regular hours (i.e. teleworking). Results show that as hypothesized, the number of hours in telework per week negatively moderated the relation between work demands (total hours in paid employment per week) and work strain (work role overload). But

contrary to their hypothesis, the number of hours in telework per week only partially

mediate the relation between family demands (hours a week in childcare) and family role

overload (strain).

The findings from this study support the idea that teleworking could provide employees

with more control to cope with extra demands, but the effect is restricted to specific

domains as it helps employees meet demands at work but not at home.

Fonner, K. L., & Roloff, M. E. (2012). Testing the connectivity paradox: Linking

teleworkers' communication media use to social presence, stress from interruptions, and

organizational identification. *Communication Monographs, 79*(2), 205-231.

doi:10.1080/03637751.2012.673000

The authors of this study set out to test the connectivity paradox. The connectivity

paradox suggests that teleworkers' connectivity means a better social connection with

others, but that this causes extra stress due to the availability for continuous interruptions.

Participants in the study self-select into one of two categories: high-intensity teleworkers

(working from home at least three days a week) or office-based employees (working in a

collocated environment at least three days a week). Participants are then asked to classify

medium of communication (face-to-face, phone, video, instant messaging, and email),

along with social presence (very interactive or not, very immediate or not, very personal

or not, very sensitive or not, and very cold or warm), stress from interruptions, and

organizational identification.

The authors hypothesize that among high-intensity teleworkers the frequency of

communication media use will be positively related to perceptions of social presence and

the stress arising from interactions. The authors find this is only partially true; stress from

interruptions is positively related, meaning all communications media lead to stress, but

social presence is not. The authors also hypothesize that social presence will be positively

relate to organizational identification, and stress from interruptions will negatively relate

to organizational identification. The survey results support this hypothesis. Lastly, the

authors hypothesize that communication media use will indirectly relate to organizational

identification through social presence and stress from interruptions. The authors find that

communication media use does not indirectly relate through social presence, but it does

through indirect linking of teleworkers' media use to organizational identification by way

of stress of interruptions. These included face-to-face, instant messaging, and email, but

not video or phone. Overall, this study finds that connectivity increases stress from

interruptions and diminishes teleworkers' identification.

Fonner, K. L., & Roloff, M. E. (2010). Why teleworkers are more satisfied with their jobs

than are office-based workers: When less contact is beneficial. *Journal of Applied*

Communication Research, 38(4), 336-361. doi:10.1080/00909882.2010.513998

The authors of this study hypothesize that: work-life conflict, the stress due to meetings

and interruptions, the experience of organizational politics, and information exchange

frequency and quality mediate greater job satisfaction by high-intensity teleworkers

relative to office employees. In this research, high-intensity teleworkers are defined as

teleworkers who work remotely three or more days per week. The authors conclude that

telework leads to greater job satisfaction. More specifically, the authors find that work-

life conflict mediates job satisfaction, along with information exchange frequency, but

not information exchange quality. Job satisfaction is not directly mediated by stress due

to meetings and interruptions as well as organizational politics. The authors also conduct

an indirect path analysis of combinations of the variables tested. One path found is

telework → information exchange frequency → stress from meetings / interruptions →

work-life conflict → job satisfaction, meaning that it is a combination of factors that lead

to job satisfaction and not just one. While traditional studies look at one variable, this

study finds that considering multiple variables as a path to job satisfaction can provide

greater insight into the complexity of relationships.

Golden, T. D. (2012). Altering the effects of work and family conflict on exhaustion: Telework

during traditional and nontraditional work hours. *Journal of Business and Psychology,*

27(3), 255-269. doi:10.1007/s10869-011-9247-0

The authors of this study look at the impact of time and strain on work to family conflict

(WFC) and family to work conflict (FWC) by looking at the effect of telework during

traditional versus nontraditional work hours. Traditional work hours are defined as 8:30

AM to 5:00 PM, while non-traditional work hours are defined as working outside of that

time period to complete a normal length (~40 hour) work week. The purpose of this study

is to look at the impact of having to attend to family matters during traditional work hours

and making up for hours missed later. The study is executed at a larger computer

company that often requires work-family trade-offs to meet work demands. At the

company, the telework program is 15 month-old, and the majority of those that responded

are males (71%), about 30 years in age. Most of the respondents also have children

(88%).

The findings indicate higher WFC is associated with higher work exhaustion (both time

and strain-based), while FWC is not. Telework during traditional hours moderates the

relationship between WFC (both time and strain based), but not for FWC. Exhaustion

associated with high WFC is found to be worse in individuals with more extensive

telework in both traditional and nontraditional hours. Furthermore, individuals who have

extensive nontraditional telework have lower work exhaustion at low levels of time and

strain. The main conclusion of this study for managers to be aware of what goes into a

teleworker's day when designing telework implementation.

Golden, T. D., & Raghuram, S. (2010). Teleworker knowledge sharing and the role of

altered relational and technological interactions. *Journal of Organizational Behavior,*

31(8), 1061-1085. doi:10.1002/job.652

The authors of this study look at the impact of relational and technology factors on

knowledge sharing in a technology organization with a telework initiative. Respondents

are 73% male between the ages of 35-44 years. The relational factors tested are trust,

interpersonal bonds, and organizational commitment on knowledge sharing, all of which

are found to support knowledge sharing. In addition to the impact of relational aspects,

they look at the effect of technology factors, which include technological support, face-

to-face interactions and electronic tool use. They find that technology support has an

impact on trust with regards to knowledge sharing, but not impersonal bond, and only

marginally as a moderator of impact of organizational commitment on knowledge

sharing. High tech support leads to higher knowledge sharing when trust is high. With

respect to face-to-face interactions, the more extensive they are, the more trust and

knowledge sharing there is. However, knowledge sharing out performance in less

extensive face-to-face interactions. The authors think this could be explained as a

situation where two individuals trust each other so much that they don't need to have face

to face interaction. A similar situation occurs with electronic tool use -- less extensive

electronic tool use in high trust situations leads to higher knowledge sharing than more

extensive electronic tool use. This is also true for organizational commitment and

knowledge sharing with respect to electronic tool use. The authors believe this might be a

result of individuals that have been so long with the organization, which they do not need

to share their trust by documenting it, because they are always available share it directly.

Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The Impact of Professional Isolation on

Teleworker Job Performance and Turnover Intentions: Does Time Spent Teleworking,

Interacting Face-to- Face, or Having Access to Communication-Enhancing Technology

Matter? *Journal of Applied Psychology*, *93*(6), 1412-1421.

This study examines the adverse impact of professional isolation on job performance and

turnover intentions among teleworkers. Then it also examines three other moderators that

might have impact on work outcomes. They are the extent of time spent, the extent of

face-to-face interaction, and access to communication-enhancing technology. Based on

the theoretical frame above, the author hypothesizes links between professional isolation

and two fundamental job outcomes among teleworkers, namely performance and

turnover intentions. Participants are chosen by using matched survey data from 261

professional-level teleworkers and their managers. The results indicate that professional

isolation and job performance are negatively related; time spent moderates the

relationship between professional isolation and performance; face-to-face interactions

moderates the professional isolation-performance relationship; access to communication-

enhancing technology moderates the impact of professional isolation on performance.

This study fills the gap that researchers have not examined the impact of adverse

consequences of professional isolation on work outcomes. The author points out several

strategies to cope with the professional isolation in his discussion part. However, it is still

needed to be further explored in the future whether these strategies are useful in specific

job settings.

Golden, T. (2007). Co-workers who telework and the impact on those in the office:

Understanding the implications of virtual work for co-worker satisfaction and turnover

intentions. *Human Relations*, *60*(11), 1641-1667. doi:10.1177/0018726707084303

Since teleworkers are increasing recently, more and more studies begin their research

regarding teleworkers. However, studies to date have not looked at its effect on those

who remain in the office. This study therefore investigates if the prevalence of

teleworkers in an office impacts the satisfaction of their co-workers. Basically, the

hypothesis is that teleworker prevalence is negatively related to satisfaction with co-

workers. In addition, there are three moderators: the amount of time co-workers telework,

the extent of face-to-face interaction, and job autonomy. Thus, some other hypothesis

follows. Time co-workers telework positively moderates the relationship mentioned in

hypothesis one. Extent of face-to-face interactions negatively moderates the relationship

in hypothesis one. Extent of job autonomy negatively moderates the relationship in

hypothesis one. The last hypothesis is that co-worker satisfaction is negatively related to

turnover intentions. Data are analyzed by regression. The results reveal that all the

hypothesis are supported.

This study is an initial step exploring the impact of telework on others in the office. The

implications of these findings is noteworthy for managers and professionals seeking to

make decisions about this work arrangement.

Golden, T. D. (2006). Avoiding depletion in virtual work: Telework and the intervening impact

of work exhaustion on commitment and turnover intentions. *Journal of Vocational*

Behavior, *69*(1), 176-187. doi:10.1016/j.jvb.2006.02.003

Since little is known about the impact of telework on organizational commitment and

turnover intentions. The author investigates the relationship between degree of telework

and organizational commitment and turnover intentions. In addition, he also explores

work exhaustion as a mediator between the aforementioned relationships. Hypothesis are

as follows: Degree of telework is positively related to organizational commitment and

negatively related to turnover intentions. Besides, work exhaustion mediates the two

above relationships. Participants are 393 professional-level teleworkers in one

organization. Commitment, turnover intentions, and work exhaustion are measured by

scales. Degree of telework are measured by self-report about the proportion of an average

workweek participants spend teleworking. The results indicate that the first two

relationships are supported. Degree of exhaustion partially mediates the relationship

between degree of telework and commitment, whereas full mediates the relationship

between degree of telework and turnover.

By keeping with emphasis on work exhaustion, this study suggests that telework and

other forms of virtual work may help minimize the emotional and mental depletion often

associated with demanding jobs.

Higgins, C., Duxbury, L., & Julien, M. (2014). The relationship between work arrangements and

work-family conflict. *Work: Journal of Prevention, Assessment & Rehabilitation*, *48*(1),

69-81.

Previous findings on the relationship between flexible work arrangements (FWAs) and work-family conflict are not consistent, and some researchers suggest this is due to problematic research design of the studies. To illustrate this issue, the current study reexamines the relationship between work-to-family conflict, in which work interferes with family (WFC), family-to-work conflict, in which family interferes with work (FWC), and the use of four work arrangements: the traditional 9-5 schedule, compressed work weeks (CWWs), flextime, and telework. And to address the many concerns of the previous studies, the researchers use a large heterogeneous sample of employees who chose to adopt one of the four FWAs, choose valid and reliable measures of the WFC and FWC constructs, as well as control for confounding variables such as gender and work/family demands. The study sample are selected from a larger employee survey dataset using specific criteria, 16,145 employees with dependent care responsibilities are chosen eventually. MANCOVA analysis is used with work arrangement as the independent variable and work interferes with family (WFC) and family interferes with work (FWC) as dependent variables. Results show that more flexible work arrangements such as flextime and telework are associated with higher levels of WFC than fixed 9-to 5 and CWW schedules. In addition, when work demands are high, employees who teleworked reported higher FWC than those working a traditional 9-to-5 schedule. The researchers conclude that when using FWAs, the removal of both temporal and physical boundaries separating work and family domains results in higher levels of work-family interference in both directions.

The study makes important contributions to solving the inconclusive findings on FWAs. But the cross-sectional design hinders the ability to draw cause-effect conclusions, and

the simplistic analysis results may need further supports by more comprehensive

analyses.

Hilbrecht, M., Shaw, S. M., Johnson, L. C., & Andrey, J. (2008). 'I'm home for the kids':

Contradictory implications for work-life balance of teleworking mothers. *Gender, Work

and Organization*, *15*(5), 454-476. doi:10.1111/j.1468-0432.2008.00413.x

This study is part of a more comprehensive study undertaken from the implications of

telework for Canadian workers, their families and communities. The purpose of this study

is to explore the experience of time flexibility and its relationship to work-life balance

among married female teleworkers with school-aged children. The sample for this article

consisted of 18 mothers with school-age children drawn from a larger sample of 74

teleworkers who worked for a large financial firm from various locations across Canada.

A semi-structured interview is conducted including perceptions of temporal flexibility

and control, the pervasiveness of caregiving, and accepting the lack of personal time. The

results indicate that temporal autonomy and the perception that they controlled their

schedule served to reduce feelings of time pressure for most of these mothers and they

believed that telework had made a positive contribution on their quality of life.

This study supports the idea that the women organized their workday to match school

hours whenever possible. Flexibility of telework allows them to optimally schedule their

day which means they are in control. It can be considered as a general theoretical frame

which illustrates the working flexibility among working mothers.

Hartig, T., Kylin, C., & Johansson, G. (2007). The telework tradeoff: Stress mitigation vs.

constrained restoration. *Applied Psychology: An International Review*, *56*(2), 231-253.

doi:10.1111/j.1464-0597.2006.00252.x

The authors claim that telework may reduce stress from some sources, however, it may also undermine restorative functions of home. This article therefore investigates the tradeoff between stress mitigation and the constraint of restoration. Participants are 101 full-time Swedish governmental employees whose workplace relocated to another city. The hypothesis are as follows: Stress mitigation constitutes a prevalent motivation for the decision to telework (H1). Teleworkers claim more spatial and temporal overlaps between work and non-work domains (H2). Higher degrees of overlap will in general draw more negative evaluations from teleworkers (H3). The use of a separate room in particular is associated with less perceived overlap (H4) and less negative evaluation of overlap (H5). Teleworkers experience the home more as a place of demands and less as a place of restoration than non-teleworkers (H6). Teleworkers experience less effective restoration than non-teleworkers (H7). Variables used for reporting results are: reasons for teleworking, perception and evaluation of overlap between work and non-work life, spatial arrangement for working at home, experience of home, and effectiveness of regular restoration. They are measured by questionnaires. The results indicate that except hypothesis 6 and7, the rest of other hypothesis are supported.

This study analyzes the potential costs and benefits of telework. Generally, those who teleworked to mitigate stress also reported less effective restoration. However, future studies should concern the costs and benefits of telework in particular versus flexible working arrangements more generally.

Linden, M., & Milchus, K. (2014). Teleworkers with disabilities: Characteristics and accommodation use. *Work: Journal of Prevention, Assessment & Rehabilitation*, *47*(4), 473-483.

Despite the increase of telework among the general population and the potential benefits

of telework for employees with disabilities, there has not been an increase in employment

for people with disabilities attributed to telework. Based on the background, this paper

presents an exploratory study on accommodation use and barriers to employment for

people with disabilities. The purpose is to examine relationships between work location,

nature of employment, functional abilities, and accommodation use. Existing data of a

national, cross-sectional, online survey focusing on individuals with disabilities are used.

Details of accommodation use for 373 individuals are compared using Chi-Square

distribution analysis. Results show that those in white-collar and knowledge-based jobs

are twice as likely to telework as other worker types. Only 47% of teleworkers report

telework as a job accommodation for their functional limitations. Of those, 57% are

satisfied with telework and 76% reported it as important to job task completion.

Teleworkers are twice as likely to use flexible scheduling with work, especially in those

who consider telework to be an accommodation. The researchers conclude that despite

the importance of telework on job task completion to employees with disabilities,

telework may create other unknown barriers.

This study is the first one using quantitative data to describe characteristics of

teleworkers functional abilities and compare their accommodation use with other workers

with disabilities. The results confirm the positive effects of flexible work arrangements,

but the relatively low satisfaction with telework suggests that there may be other

employment-related barriers for teleworkers with disabilities.

Lapierre, L. M., & Allen, T. D. (2006). Work-supportive family, family-supportive supervision,

use of organizational benefits, and problem-focused coping: Implications for work-family

conflict and employee well-being. *Journal of Occupational Health Psychology*, *11*(2),

169-181. doi:10.1037/1076-8998.11.2.169

This article investigates the relationship between work-family conflict coping strategies

and work-family interference. Participants are employees from multiple organizations

and industries. Work-family coping methods are instrumental assistance, emotional

sustenance, family-supportive supervision, usage of flextime and telework. Hypothesis

are relationships between those strategies and time-based or strain-based family

interference with work. Results indicate that: Instrumental assistance relates negatively to

time- and strain-based family interference with work; Family-supportive supervision

relates negatively to time- and strain-based work interference with family; Employees

who use telework report higher levels of time-based and strain-based family interference

with work and of time-based and strain-based work interference with family than do

those who do not use this benefit; Use of problem-focused coping relates negatively to

time- and strain-based family interference with work and to time-based and strain-based

work interference with family.

The findings on telework suggest that using this benefit might not help avoid work-

family interference. On the contrary, teleworker users report higher levels of family

interference with work. This findings indicate that organizations should ensure candidates

for telework arrangements are not prone to being burdened by family responsibilities.

McNaughton, D., Rackensperger, T., Dorn, D., & Wilson, N. (2014). "Home is at work and

work is at home": Telework and individuals who use augmentative and alternative

communication. *Work: Journal of Prevention, Assessment & Rehabilitation, 48*(1),

117-126.

The authors of this study aim to understand the impact of telework and individuals who use augmentative and alternative communication (ACC). Background research suggest that telework will offer more employment opportunities and increase job satisfaction for individuals with disabilities. The authors collect data from nine individuals (6 male, 3 female), who use ACC and have jobs involving telework. Data is collected through questionnaires and focus group discussions on the internet. As a result of the study, the benefits identified are: increased work efficiency, flexible scheduling and easier communication with co-workers. The negatives to telework are: feelings of isolation, technical problems, and the difficulty in separating home and work. In addition to the positive and negative aspect, there are three elements that contributed to successful teleworking: strong literacy skills, transition programs while in high school, and strong self-advocacy. Lastly, the participants identify drawbacks that have also been identified in other studies, such as the inability to separate work from their private life and their private life from their work, this in turn leads to stress factors.

Mesmer-Magnus, J., Murase, T., DeChurch, L. A., & Jiménez, M. (2010). Coworker informal work accommodations to family: Scale development and validation. *Educational and Psychological Measurement, 70*(3), 511-531. doi:10.1177/0013164409355687

The authors of in this study create a scale to measure Coworker-enacted Informal Work Accommodations to Family (C-IWAF). Based on open-ended questionnaires they are able to identify six unique categories of C-IWAF: child care assistance, facilitating telework, continuing work modification, short-term work modification, helping behavior, and deviating behavior. These behaviors by co-workers alleviate work/family conflict.

These categories are then validated through normalized testing. Specifically, telework

questions ask whether coworkers facilitate communication between clients/colleagues, so

they can work from home, and whether coworkers email or deliver things to coworkers

so they can work from home.

The six categories are also found to be uncorrelated with Coworker Support (CS),

meaning emotional support, unlike C-IWAF, which involves actions to continue working.

So, a coworker could demonstrate sympathy, but that doesn't mean that the coworker will

help the person telework. The six categories are also uncorrelated to organizational

citizenship behaviors (OCBs). Finally, the authors observe that the correlations between

C-IWAF and job satisfaction and organizational commitment are near zero, which goes

against previous research, suggesting a medium correlation. The authors stand by their

claim making the argument that their scale captures a greater complexity.

Morganson, V. J., Major, D. A., Oborn, K. L., Verive, J. M., & Heelan, M. P. (2010). Comparing

telework locations and traditional work arrangements: Differences in work-life balance

support, job satisfaction, and inclusion. *Journal of Managerial Psychology*, *25*(6), 578-

595. doi:10.1108/02683941011056941

This paper discusses the differences between telework and traditional works in three

affective aspects. The purpose of this article is to examine those differences in work-life

balance (WLB) support, job satisfaction, and inclusion as a function of work location.

The theoretical foundation in this study is that distance from central office changes the

perceptions of employees toward their works. The authors accordingly set up several

hypotheses. H1: Individuals working from home will report greater perceptions of WLB

support than those working from a (a) satellite location, (b) the main office, or

(c) a client location. H2 (a): Individuals working from home and from the main office will report similar levels of job satisfaction. H2 (b): Individuals working from home will report greater job satisfaction than those working from (bi) a satellite office or (bii) a client location. H3: Individuals working from (a) home, (b) a satellite office, or (c) a client location will report lower workplace inclusion than individuals working from the main office. Data are gathered from 578 employees by Web-based survey working at one of four locations (main office, client location, satellite office, and home). Quasi-experimental design and multiple regression analyses is used to identify differences in WLB support, job satisfaction, and inclusion across employees working at the four locations. The results indicate that except H1 (b), all the other hypotheses are supported. This study examined differences in three affective outcomes across workers based at four primary work locations. One of the merits of this research is that it identified a large effect between work arrangement and workplace inclusion. Thus, it allows employees flexibility in choosing their work locations is related to positive outcomes.

Marsh, K., & Musson, G. (2008). Men at Work and at Home: Managing Emotion in Telework. *Gender, Work & Organization*, *15*(1), 31-48. doi:10.1111/j.1468-0432.2007.00353.x This article explores men's emotional experiences whose job are home-based telework, and how they reconcile family and career in this context. The purpose of this article is to explore the ways in which emotion play an essential role among men regarding identifying their roles in home and working places. By adopting a social constructionist perspective which view emotion as inter-subjective, seven men are interviewed regarding constructing their identities as workers or as parents. The interviews is a semi-structured form of talk which capture identities that men form in themselves. Via discourse analysis,

three categories are generated. They are a privileging of a professional identity, a

privileging of a parental identity, and an attempt to have it all.

This article fills up a gap that is in direct contrast to the wealth of literature which focuses

on the dual roles of women in work and family life. It also provide a framework for

subsequent study with a larger group to investigate the potential of telework.

O'Neill, T. A., Hambley, L. A., & Bercovich, A. (2014). Prediction of cyberslacking when

employees are working away from the office. *Computers in Human Behavior*, *34*, 291-

298. doi:10.1016/j.chb.2014.02.015

Compared to traditional work arrangements, telework brings about a new form of

counterproductive workplace behaviors, namely, cyberslacking. Cyberslacking involves

using the Internet for non-work related purposes while on company time, and it might be

particularly relevant when working at home as it would be easier to avoid being caught

by supervisors and co-workers. The current study examines personality, satisfaction, and

perceived performance as antecedents of cyberslacking while employees are working

away from the office. Data are obtained from two organizations at two time points

(Time1: n=174, Time2: n=94). Findings indicate that cyberslacking is positively related

to procrastination, and negatively related to honesty, agreeableness, and

conscientiousness. Cyberlacking is also found to be negatively related to both satisfaction

and perceived performance while working remotely.

Adopting telework in organizations has many barriers, such as the potential low

performance results. This study suggests that personality might be used as a criterion to

screen those who may be eligible for remote work, and to help organizations develop

structures that reduce cyberslacking opportunities for those with personalities prone to cyberslacking.

Sardeshmukh, S. R., Sharma, D., & Golden, T. D. (2012). Impact of telework on exhaustion and job engagement: A job demands and job resources model. *New Technology, Work and Employment*, *27*(3), 193-207.

Previous research on burnout has demonstrated the role of exhaustion and job engagement using the Job Demands-Resources model, but the main focus is on traditional work modes. Based on the perspective of job demands and resources, this paper explores the processes through which telework impacts the exhaustion and engagement of the teleworker. The researchers predict that there will be negative relationships between telework and exhaustion/job engagement. Job demands such as time pressure, role ambiguity and role conflict will mediate the relationship between telework and exhaustion, while job resources such as autonomy, feedback, and social support will mediate the relationship between telework and job engagement. Data are obtained from a large supply chain management company based in the Midwestern United States, and in total 417 completed responses are received. Findings support the overall hypotheses, as telework is negatively related to both exhaustion and job engagement and job demands and resources mediate these relationships. The conclusions are drawn that the positive effect of telework comes from reduced work pressure and role conflict and increased autonomy, while the negative effect of telework is expressed through increased role ambiguity and reduced support and feedback.

This study sheds light on the positive and negative sides of telework, but the cross-sectional design and the narrow operationalization of telework (only includes allocating time between office location and home) may need further investigation.

Stavrou, E., & Kilaniotis, C. (2010). Flexible work and turnover: An empirical investigation across cultures. *British Journal of Management*, *21*(2), 541-554.

This article explores if a relationship exists between turnover and three bundles of flexible work arrangements (FWA), moderating for social cluster which are Anglo and Nordic. In terms of the three bundles, they are unsocial hours which includes shift work, overtime, and weekend work; schedule flexibility which includes teleworking, home based, and flexi-time; part-time arrangements which includes part-time job and job-sharing. Participants are divided into two clusters by using the nine country codes. The Anglo cluster includes the UK, Australia, Canada, New Zealand and the USA; Nordic Europe includes Finland, Sweden, Norway and Denmark. There are two hypothesis in this article. Hypothesis one is that the Anglo societal cluster will be a significant moderator to the FWA turnover. Hypothesis two is that the Nordic societal cluster will be a significant moderator to the FWA-turnover. The method selected to analyze the relationship is linear regression. FWA is measured by the three aforementioned bundles. Turnover is measured by using a continuous variable indicating the annual staff turnover. The results indicate that turnover is significant higher in Anglo clusters compared to Nordic Europe. In Anglo cultures, as unsocial hours and part-time arrangements increase, turnover significantly increase. In Nordic Europe, as schedule flexibility increase, turnover significantly decreases.

This study explores the relationship between FWAs and turnover between two clusters. Telework is one of the FWAs which indicates that when it increases the flexibility of time, the turnover decrease. It provides specific leads as to which FWAs are more likely to be connected to reduced and increased turnover in which societal contexts.

Troup, C., & Rose, J. (2012). Working from home: Do formal or informal telework arrangements provide better work–family outcomes? *Community, Work & Family,* *15*(4), 471-486. doi:10.1080/13668803.2012.724220

The authors of this study compare formal and informal telework situations with respect to the following three areas: job satisfaction, time spent on childcare activities, and satisfaction with the distribution of childcare responsibility. The analysis shows that formal and informal telework arrangements provide different outcomes for men and women the three areas. This study focuses on Australia in the public sector. Participants (n=856) are recruited through their union membership. All participants have dependent children (under 15 years old) and a working spouse (full or part time). Because of the dependent requirements, the majority of participants are 40-49 (48%). Lastly, it is observed that tenure is high among the participants; 48% have been employed for 10 or more years with their current public service employer.

The study finds that the first telework arrangements have greater impact for women than for men on their job satisfaction. The study also finds that men who use formal telework arrangement report higher levels of satisfaction with distribution of childcare between parents. This is not true for women. Lastly, the authors hypothesize that employees who use either type of telework arrangement will spend more time on childcare than those who do not work from home. This is not supported by the results. Other observations

made in this study conclude that employees who worked regularly from home usually

had formal arrangements, while those that work from home once or twice have an

information arrangement with their supervisor.

Vega, R. P., Anderson, A. J., & Kaplan, S. A. (2015). A within-person examination of the effects

of telework. *Journal of Business and Psychology*, *30*(2), 313-323.

This study is the first one using a within-person research methodology to study the

typical outcomes (i.e., performance, job satisfaction) of telework. Data are collected from

a large US. Government organization for five consecutive workdays, when employees

(both supervisors and non-supervisors) are either teleworking or not (n=180). The

average teleworking days are 2.13 for the current sample during data collection. The

researchers predict employees will have higher self-rated performance, job satisfaction

and creativity when teleworking as compared to when working at the office. Findings

show that employees generally have a more positive work experience while teleworking.

Telework status has a positive relationship with self-reported job performance and job

satisfaction, and employees also performed better on an objective creative task when

teleworking, but not in self-reported creativity.

The originality of the current study is that they examined telework from a within-person

perspective using modern teleworking employees, and included creativity as a broader

measurement of performance. But the no difference finding of self-reported creativity as

a function of telework status may need further examination.