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**INVESTIGATING THE INTENTION AND BEHAVIOUR OF CURRENT
TELECOMMUTERS IN CANADA AND THE UNITED STATES**

Imad Al-Abed

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In
The Faculty
of
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ABSTRACT

Investigating the Intention and Behavior of Current Telecommuters in Canada and the United States

Imad Al-Abed

Recent advances in information technology along with new government regulation and the decentralization of work has lead to a phenomena called “Telecommuting” to surface across North America and Europe. This new way of working, which is about moving the work to the workers, promises to solve commuting problems in major cities and also promises to increase productivity and efficiency of workers.

In this study, a hybrid model is developed and tested to help explain the intentions of current telecommuters. The model increases the level of understanding of the various factors that influence telecommuters’ intentions. The proposed Behavioral Adjustment Model (BAM) is based on sound behavioral theories such as the Triandis model, Theory of Planned Behavior and The Technology Acceptance Model.

This empirical study used a survey of 101 current telecommuters and Partial Least Squares analysis (PLS) to explain the intention of telecommuters. The BAM was successful in explaining 37% of the variance in intentions. Specifically, the findings showed that perceived consequences, social factors and facilitating conditions had significant positive effect on current telecommuter intentions.

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1. INTRODUCTION

During the past few years, a phenomenon called “Telecommuting” has been on the rise in many organizations all over the world (Goodrich, 1990). Through the collection of research material, I have found so many definitions of Telecommuting. Many of the terms in the research overlapped in meaning and context. In some cases the term “Telecommuting” was used to refer to the substitution of computer and telecommunications technologies with the physical travel to work (Yap, 1990). Other terms, such as flexi-place, homework or work-at-home, remote office work, have also been used to refer to Teleworking (Olson, 1983; Cross, 1986). Teleworking is broader in definition than Telecommuting. Nilles (1994), defines Teleworking as:

“Any form of substitution of information technologies (such as telecommunications and computers) for work related travel” (Nilles, 1994, pp. xix)

On the other hand telecommuting is defined as:

“Moving the work to the workers instead of moving the workers to work; periodic work out of the central office, one or more days per week either at home or in a telework center” (Nilles, 1994, pp. xix)

In a nutshell telecommuting decreases the need to commute to and from the office. This new work arrangement makes the daily commute to the office a thing of the

past. In the not too distant future, after the morning coffee, and browsing of the newspaper, a typical worker would head to his/her office space. On the way to the office he/she can brush his/her teeth, eat a bagel, send the kids off to school and play with the dog before starting work in his/her pajamas! This new trend in working is already being implemented at a number of organizations all over the world with promising results.

Researchers recently have dedicated more resources and examined many aspects of telecommuting, for this phenomena is of great interest to organizers and managers interested in reaping the benefits that telecommuting offers (Olson, 1983; Salomon, 1984; Goodrich, 1990; Yap, 1990; Piskurich, 1996; Khalifa and Etzadi, 1997). Employees are also keen on the idea since they would rather spend the time wasted commuting to the office with family and friends.

A 1994 study by the federal Highway Administration (Eldib, 1995) showed that getting to and from work in the USA is taking longer now than a decade ago as jobs and homes move to the suburbs. In 1980 the average commute was 21.7 minutes; in 1990 the average commute was 22.4 minutes. Commuting time will continue to rise given the population growth and expanding cities, thus making telecommuting a feasible and a realistic alternative to physical presence at the office.

There are many reports on the benefits and drawbacks of telecommuting that are published. However, most lack the scientific backbone and few studies used established models in behavior to explain telecommuters' behavior and intentions. The majority of

the articles in the literature are subjective in nature and contradictory. Furthermore, there are still many questions relating to factors that affect telecommuters' intentions that are not addressed properly. Previous research on telecommuting reported inconsistent results due to the lack of a theoretical framework, which encompasses the various factors linked to telecommuter behavior.

The objective of this research is to develop and test a theoretical model that attempts to explain the intentions of current telecommuters. The model is based on four sound behavioral theories of human behavior that are used extensively in information systems research.

This research is of great importance to both researchers and practitioners in the field of telecommuting. A concrete framework is extremely valuable for researchers interested in gaining a better understanding of the various factors affecting telecommuter intentions. By gaining such insight researcher can unravel some of the myth surrounding telecommuting. As for practitioners this research provides a better understanding of the factors responsible for the promotion and usage of telecommuting based on the experience of current telecommuters. Furthermore, as relationships between the various factors become clearer, practitioners can start implementing intervention programs to have better control over promoting and increasing the adoption of telecommuting programs.

To start with a general discussion is given about telecommuting along with an

overview of previous research in this field. The advantages and disadvantages are then discussed from the point of view of employees, organizations and community. This discussion gives the reader a sense of the importance of telecommuting.

Section 3 introduces the four behavioral models that make up the proposed behavioral adjustment model (BAM). Definitions as well as examples of applications of the four models in the information systems field are given. Furthermore, a comparison of the four models is given.

Section 4 presents the BAM and how the constructs were put together from the underlying theories. The hypotheses are stated in section 5. Section 6 then deals with the methodology and measurement issues to test the BAM. Section 7 discusses the data analysis that was used. Results of the analysis are presented in section 8. Section 9 provides the reader with a discussion of the findings along with limitations. Finally, section 10 concludes the paper and future research avenues are presented.

2. LITERATURE REVIEW

Telecommuting as a flexible work style first gained popularity in the 1980's, during the information technology boom. In 1990, the American Clean Air Act required businesses that employ more than 100 people in one location, in designated heavily populated areas with poor air quality, to reduce their employees' commute time by 25 per cent. Although this can be done through car-pooling and public transportation incentives, telecommuting was considered as a viable choice and was recognized as a practical and cost effective alternative in the US. Today, many firms are offering telecommuting programs and around 72% of Fortune 500 firms have some sort of program in place (Greengard, 1994).

With the explosion of the Internet and other telecommunication devices, fast and accurate data and images can be transmitted with the greatest of ease over thousands of miles crossing many time zones and geographical barriers. Government agencies are also encouraging regulations throughout the US, such as the government air pollution regulations, that would pressure companies to look for ways to decrease commuting time. These facilitating conditions paved the way for a number of commissions to be setup in the US and Europe to study the practicality of Teleworking in hope of making the transition to what is called the "virtual office" smoother.

The industrial revolution brought workers from rural areas into major cities, making the workforce centralized. Today, the opposite is taking place, as more people prefer to live in the suburbs for better housing and cheaper rents. Decentralization of

work is becoming a trend in today's information age. There is a lesser need for workers to be physically present to carry out the work since the work itself has changed dramatically. What is needed is a fast computer and a phone line and many of the tasks that are performed at the office could now be done remotely.

Further the nature of jobs is changing, nowadays information is what many business rely on. According to the 1994 congressional office of technology assessment report (titled : Saving Energy in U.S Transportation) it is noted that "approximately 50 to 60 percent of contemporary U.S. civilian jobs, or 73.3 million of the 129 million workforce, are information jobs." This change in work structure makes it possible for telecommuter to do work from the comfort of their own homes, since information can be effectively Tele-communicated.

Therefore, the popularity of telecommuting can be attributed to the following four factors:

- Increased government interest in decreasing commuting times
- Technological growth of communication devices
- Decentralization of work
- The increase in information jobs

There has been an explosion of research on telecommuting in the past few years, attesting to the interest in this form of work arrangement. Organizations, individual employees as well as government are extremely interested in telecommuting for the

benefits it could offer. More recently a large number of web pages can be found on telecommuting over the Internet. A search was conducted, using Alta Vista (a web search engine), about telecommuting in May 1998 returned 74,280 web pages.

Recently a large number of articles on telecommuting are being published that vary in context from looking at benefits and drawbacks of telecommuting (Piskurich, 1996; Goodrich, 1990) to measurement and policy issues relating to telecommuting (Handy and Mokhtarian, 1995).

Yap and Tng (1990) researched attitudes of female computer professionals in Singapore towards telecommuting. The research indicated a large support (73%) of the 459 respondents were in favor of telecommuting. The research also indicated the importance of on-site support of supervisors and fellow co-workers to professionals interested in telecommuting.

Duxbury et al. (1987) investigated the attitudes of managers and employees towards telecommuting. The study compared the attitude of 78 managers and 63 employees about telecommuting. The researchers found that managers and employees have different views about job satisfaction resulting from telecommuting. The research also highlighted the lack of social contact as a major obstacle to work-at-home programs.

Duxbury et al. (1992) researched the work-family conflict resulting from telecommuting, by studying how after-hours telecommuting affects an individual's ability

to balance work and family demands. The research indicated that individuals working from home do not enjoy the benefits of such work arrangement. In addition, the study pointed out that such work-arrangement does not appear to be an effective way of coping with work-family conflicts.

Khalifa and Etzadi (1997) studied employees beliefs regarding telecommuting. The study explored the various factors that relate to employees beliefs regarding the anticipated effects of telecommuting. The study identified seven factors, which are significantly affected by telecommuting, which are; Quality of life, Environment, Society, Career Development, Productivity, Management and Control and finally Company Appeal. Of those seven factors, telecommuting was found to be advantageous to quality of life, environment, society, productivity and company appeal. The study also expected that telecommuting might hinder both career development and management and control.

There are many books written on the telecommuting that explore many aspects of this phenomena. The interested reader should find the following books very informative.

- The Telecommuter's Handbook: How to Earn a Living Without Going to the Office (Debra Schepp, Brad Schepp/1995)
- Making Telecommuting Happen: A Guide for Telemanagers and Telecommuters (Jack Nilles/1994)
- Managing Telework: Strategies for Managing the Virtual Workforce (Jack Nilles/1998)
- Telecommuting: A Manager's Guide to Flexible Work Arrangements (Joel Kugelmass/1995)

- Telework: Towards the Elusive Office (Ursula Huws, et al /1990)

There are a number of on-line resources that are helpful. The following links are extremely informative.

- Telecommute America (http://www.att.com/Telecommute_America/index.htm)
- Telecommuting Advisory Council (<http://www.telecommute.org>)
- Gil Gordon Associates (<http://www.gilgordon.com>)
- Association for commuter transportation (<http://fimat.cob.fsu.edu/act.html>)

I will continue my discussion on telecommuting by providing the reader with an overview of what benefits and drawbacks telecommuting might offer.

2.1 Benefits of Telecommuting

Telecommuting can benefit every segment of the economy, by permitting work to be done where it is convenient and information to flow to and from choice locations during the most appropriate hours. It can improve the quality and increase the speed of an organization's communication and decision-making processes, enhancing its overall productivity and reducing communications costs (Goodrich, 1990; Piskurich, 1996).

Telecommuting provides several benefits for the company, to the individual employee as well as to the general community.

2.1.1 Advantages for the company

Telecommuting helps attract new employees who need flexibility in work style. It widens the potential pool of skilled workers, who might be geographically far from the main office, thus attracting employees of better qualities and experience than what is

available in local markets. Telecommuting also helps retain existing employees who would like to stay with the organization but are forced to leave because of forced relocation. Telecommuting programs implemented at Price Waterhouse, Microsoft, IBM and American Express are providing those big companies with a competitive edge in attracting workers (Shepacro, 1996). Furthermore, Telecommuting can lead to a reduction in sick time and absenteeism: employees would not lose a working day because of a minor illness, or a small technical problem with their cars. Another advantage would be an increase in employees' satisfaction, because the employees can make their own personal schedules to maximize their productivity. For example, teleworkers who are morning people would not waste valuable productive time commuting to office, and evening people can sleep well in the morning and start their work at a more convenient later hour.

A major advantage to the company, which translates into real dollars, is the huge savings in office overhead costs. A study conducted in the United States by Gordon and Kelly (1986) estimated that it costs \$4000 to \$6000 annually to house a single worker in a downtown office, excluding the costs of electricity and real estate and other taxes. Just think of the savings generated by as little as 100 Telecommuters in a large organization. This estimate is conservative since it excluded other costs such as furniture and fittings, canteen facilities, security staff, receptionist.

Another advantage of Telecommuting is in the general productivity of the company. Research has shown significant increases in productivity of telecommuters as

compared with office workers (Kelly 1985, Walters and Evans 1984). In one study, telecommuters provided the organization with 20 to 300 percent worker-productivity increases (Lewis, 1984). Another study, conducted by DeSantics (1987), that examined the attitudes of employees and managers towards telecommuting, found that both managers and employees perceived telecommuting as a work arrangement that promotes better morale and productivity.

Reasons for the increases in productivity are many, for instance: telecommuters give their “best” hours, working in tune with their bodily rhythms, and the employees are not distracted by coffee breaks, gossip and machine downtime. Therefore, a telecommuter is likely to be more productive and efficient, given that he/she is putting their “best” hours. However, I must point out that a major problem with measuring productivity increases is the unavailability of a reliable instrument. Nevertheless, there is ample evidence in support of the increased productivity of teleworkers.

2.1.2 Advantages for the employee

A direct real dollar benefit of telecommuting is the reductions in transportation costs and commuting time, and sometimes a reduction in clothing costs. Employees also benefit by having more privacy and control over their working conditions and environment (Piskurich, 1996).

Stress due to commuting is reduced for telecommuters (Piskurich, 1996) because of the high degree of control the employee has in the design of their own personal schedule to finish the required work.

Female workers, that take time off work to raise a child, can also benefit greatly from telecommuting as do the elderly who might have some disabilities that would prevent them from commuting to the office (Vowles, 1996). This segment of the working force, which is referred to as home-bound labor, can actually give an organization a competitive edge because some of those individuals work at reduced or contracted wages (Ramsower, 1985, p.13).

2.1.3 Advantages for the community

An important benefit of telecommuting is the effect it has on the environment. The amount of gasoline used to commute to and from an office is a considerable strain on the environment. Pollution generated by cars is leading to global warming and air pollution, which affects the quality of life in major cities negatively. Telecommuting can alleviate this pressure, because workers would not need to drive regularly.

In an indirect way, Telecommuting can also strengthen family ties as well as community ties (Piskurich, 1996). Teleworking parents would have more time to their sons or daughters' baseball, or soccer games and have the time to participate in community projects and events.

2.2 Disadvantages of Telecommuting

The major disadvantage of telecommuting result from misconceptions about telecommuting. Some organizations do not understand the remote-work process, its benefits, or how to implement such programs. About one half of the companies that have

had telecommuting programs abandoned them within two years (Cross and Raizman, 1986, p.23). An assessment of the failed programs showed that the lack of standards and objectives in setting up telecommuting projects is usually at the heart of the problem.

Telecommuting can present disadvantages to a company as well as to the individual employee.

2.2.1 Disadvantages for the company

Important factors preventing organizations from becoming involved with telecommuting are issues related to the management and supervision of remote workers. Although this problem can be diminished with daily contacts and video-conferencing, it is still a major set back against telecommuting. Managers feel frustrated with telecommuting programs since they can not keep a close eye to monitor their off-site workers. Telecommuting reduces face-to-face meetings, which are of enormous benefit for the managers and decision-makers. Because telecommuters are usually left to themselves some can abuse the system, which can significantly affect the productivity and the quality of the work being done outside the office.

Companies with a large number of telecommuters might suffer from decreased corporate flexibility in an emergency situation. Telecommuting also decreases communication with co-workers and managers substantially, thus leading the cohesiveness of the team to decline. Telecommuting can also create problems with off-site technical breakdowns. Constant connectivity to the company network, and technical support may not be available quickly any time the teleworker needs them. It is also

critical to provide additional training for remote workers on how to operate their hardware and software systems which is costly (Shepacro, 1996).

Telecommuting demands a great deal of coordination and communications between the telecommuter and the home office. Therefore, start-up and operating costs that include; equipment rentals, computer accessories, communication devices, office furniture, satellite connection, training programs for teleworkers and managers, are too high to make telecommuting feasible for small organizations.

2.2.2 Disadvantages for the employee

Telecommuting can produce a loss in the social contact associated with today's office. When employees spend too much time working in isolation at home, they may cease to feel part of the organization (Piskurich, 1990). Feeling cut off and isolated could in turn lead to some psychological problems (Cross and Raizman, 1986, p.24). Loss of social contact may also cause "invisibility" which could be bad for one's career since the employee might lose the opportunity to make valuable contacts around the office and with businesses partners. Research conducted by Olson (1983), found that about one third of all telecommuters felt that their chance of promotions were hindered due to their lack of visibility.

In some cases, overeating and alcohol addiction can be a significant problem for the telecommuter who finds the refrigerator or liquor cabinet altogether too inviting. Some studies show that telecommuters work more on average, than office-based workers, and many of them turn into workaholics. With the absence of the traditional "timeclock",

some telecommuters have trouble separating work from family life. Telecommuters could become irritated and nervous from the feeling of never getting away from the office (Corbett, 1996). Finally, there is also a problem with the evaluation of the Telecommuters for promotions or bonuses, since their work is not directly observed.

3. BEHAVIORAL MODELS

For the purpose of this research a hybrid model that combines various aspects of well-known and documented behavioral models will be used. The proposed model is based essentially on four well-established models: Technology Acceptance Model (TAM), Theory of Planned Behavior (TPB), the decomposed Theory of Planned Behavior(decomposed TPB) and the Triandis model. Before introducing the proposed research model, I will discuss the underlying theories.

3.1 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), which was introduced by Davis (1986), is an adaptation of the Theory of Reasoned Action that is used in social psychology. TAM can help explain the determinants of computer acceptance and can also help predict computer-users behaviors and intentions (Davis, 1989). Figure 1 presents the TAM model.

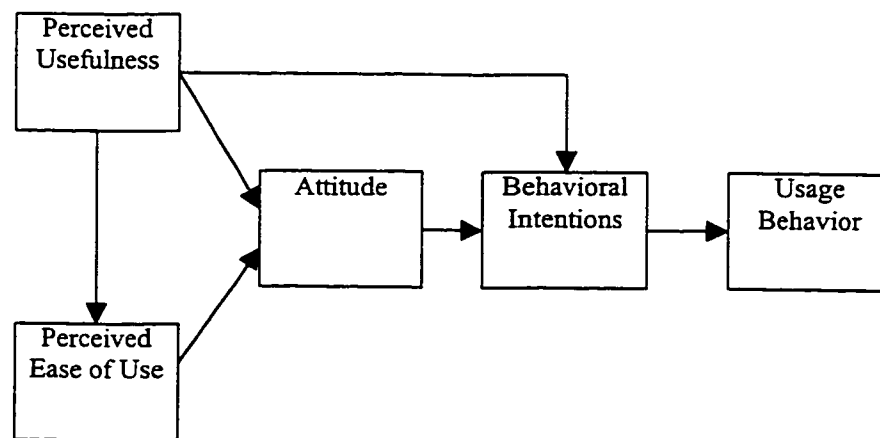


Figure 1 Technology Acceptance Model

- Perceived Usefulness: Davis et al (1989) define it as “ The prospective user’s subjective probability that using a specific application system will increase his or her job performance within an organizational context” (p.985)
- Perceived ease of use: Davis et al (1989) define it as “ The degree to which the prospective user expects the target system to be free of effort” (p.985)
- Attitude: Taylor and Todd (1995) define it as “ The degree of favorable or unfavorable evaluation of performing the behavior” (p.561)
- Behavioral Intentions: Fishbein and Ajzen (1975) define it as the persons' intentions to perform various behaviors. (p.12)
- Usage Behavior: Relates to the actual use of a system.

In the Technology Acceptance Model, usage behavior is modeled as a direct function of behavioral intentions. Behavioral intention is in turn a function of attitude toward usage and perceived usefulness and perceived ease of use. Finally ease of use is a determinant of perceived usefulness.

3.1.1 Applications of the Technology Acceptance Model

In a study conducted by Jackson and Chow (1997), TAM was used to examine several constructs relating to the use of Information Systems. In particular, the variables studied included situational involvement, intrinsic involvement, argument for change, perceived usefulness, ease of use, prior usage and attitude (Jackson and Chow, 1997, p.357)

The longitudinal study surveyed a diverse population of system development projects. Two sample populations were examined; 1- Representatives from the six largest national accounting firms selected organizations for whom they were supervising Information System development projects. 2- Regional system development firms supplied a list of organizations involved in systems development. A sample of 111 responses was used in the analysis.

Jackson and Chow (1997) introduced an augmented version of TAM called TAME (Technology Acceptance Model Extension) to compare it to TAM. The study concluded that TAM could explain much of the variance in one's behavioral intention (Jackson and Chow, 1997, p.378). However, the study also showed that TAME overall descriptive ability is significantly better than TAM, because TAM does not include involvement constructs (Jackson and Chow, 1997, p.383).

3.2 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is an extension of the Theory of Reasoned Action (TRA). The framework of TRA received considerable support in a variety of settings, attesting to the significance of the model in explaining behavior (Ajzen and Fishbein, 1980; Fishbein and Ajzen 1975). The TRA model suggests two determinate of intention, one is a personal factor called attitude toward the behavior. The second one is what is called subjective norm. Further, TRA states that intention determines the behavior in question. Ajzen (1991) extended the theory of reasoned action (TRA), due to the model's limitation in dealing with behavior over which people have

incomplete control. The model was called the Theory of Planned Behavior (TPB). Figure 2 illustrates the TPB model. I will briefly go over the definitions of the various variables before discussing the model.

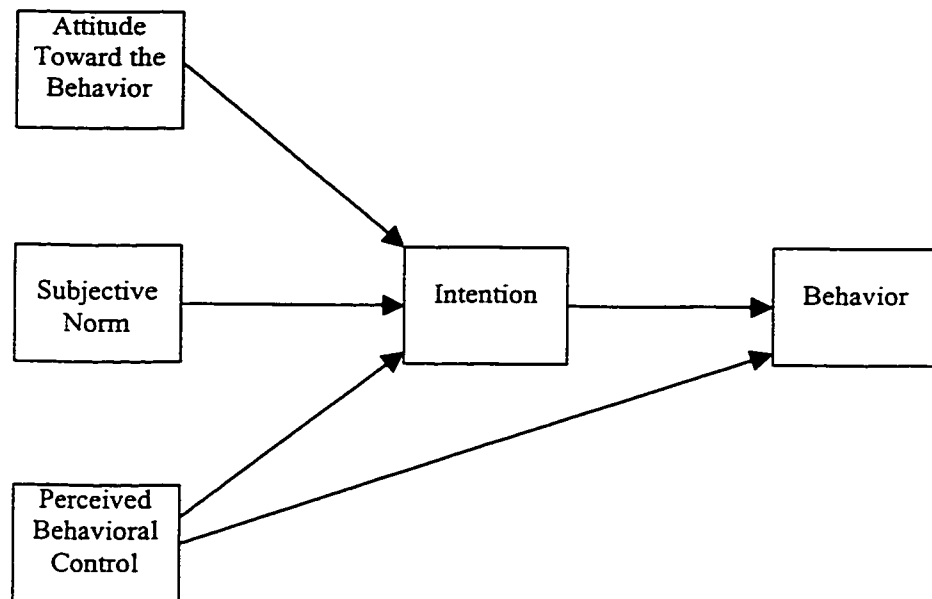


Figure 2: Theory of planned behavior

- Attitude toward the behavior: Ajzen (1991) defines it as “the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question.” (p.188)
- Subjective norms: Ajzen (1991) defines it as “the perceived social pressure to perform or not to perform the behavior.” (p.188)
- Perceived Behavioral Control: Ajzen (1991) defines it as “the perceived ease or difficulty of performing a behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles.” (p.188)
- Intention: Ajzen (1991) defines it as “the motivational factors that influence a behavior; they are indications of how hard people are willing to try, of how much

effort they are planning to exert in order to perform the behavior.” (p.181)

- **Behavior:** Refers to carrying out an specific action.

An individual's intention was found to be the strongest predictor of behavior in past research (Ajzen, 1988). The strong evidence provided in Ajzen (1988) links intention and behavior, however Ajzen also pointed out that intention alone is not a sufficient guarantee for carrying out the behavior. Ajzen (1988) argued that to understand why a behavior took place other predictors that are linked to intentions must be studied. Theory of Planned Behavior (TPB) states that intention to perform a behavior is determined by attitude toward the behavior, subjective norm and the perceived behavioral control. According to Ajzen (1991): “The more favorable the attitude and subjective norm with respect to a behavior, and the greater the perceived behavioral control, the stronger should be an individual's intention to perform the behavior” (p.188). Furthermore, behavior is a direct function of intentions and perceived behavioral control.

Ajzen (1991) argues that any one of the three determinants in varying strength could influence the degree of the intention. In some applications intentions could be influenced by a combination of the three determinants.

3.2.1 Applications of the Theory of Planned Behavior

Klobas (1995) used the TPB in Information System context to examine the potential influences on the use of electronic information resources, including CD-ROMs, executive information systems, and resources available on the Internet.

The study compared TPB along with three models: The Information Use Model, Technology Acceptance Model and the Fitness of Purpose Model. The study looked at three Australian Universities that developed CWIS (Campus Wide Information Systems). Klobas (1995) suggested that electronic information use is an example of human behavior that is influenced by a person's attitude to the outcome, motivation to please others and by the perceived control over the behavior. TPB explained 76% of the variability in the data (Klobas, 1995, p.112)

Harrison et al. (1997) used TPB to explain and predict small business executives' decisions to adopt Information Technology (IT). The study involved 162 small businesses from a broad array of industries. TPB strongly supported the behavior in question, which is the decision to adopt IT, based on attitude (perceived positive and negative consequences for the firm), subjective norm (social expectations) and perceived control (resources to overcome obstacles).

3.3 The Decomposed Theory of Planned Behavior (decomposed TPB)

Taylor and Todd (1995) refined the TPB model by integrating it to Technology Acceptance Model (TAM) described earlier and by decomposing the attitude, subjective norm and perceived behavioral control constructs. Taylor and Todd (1995) argued that relationships between the factors become clearer by decomposing those three constructs. Further the practicality of the model would also be enhanced since it could be applied across a variety of settings. Taylor and Todd (1995) pointed out that the decomposed TPB can provide managers with relevant information regarding adoption and usage.

Figure 3 represents the decomposed TPB. Following are brief definitions of the decomposed constructs.

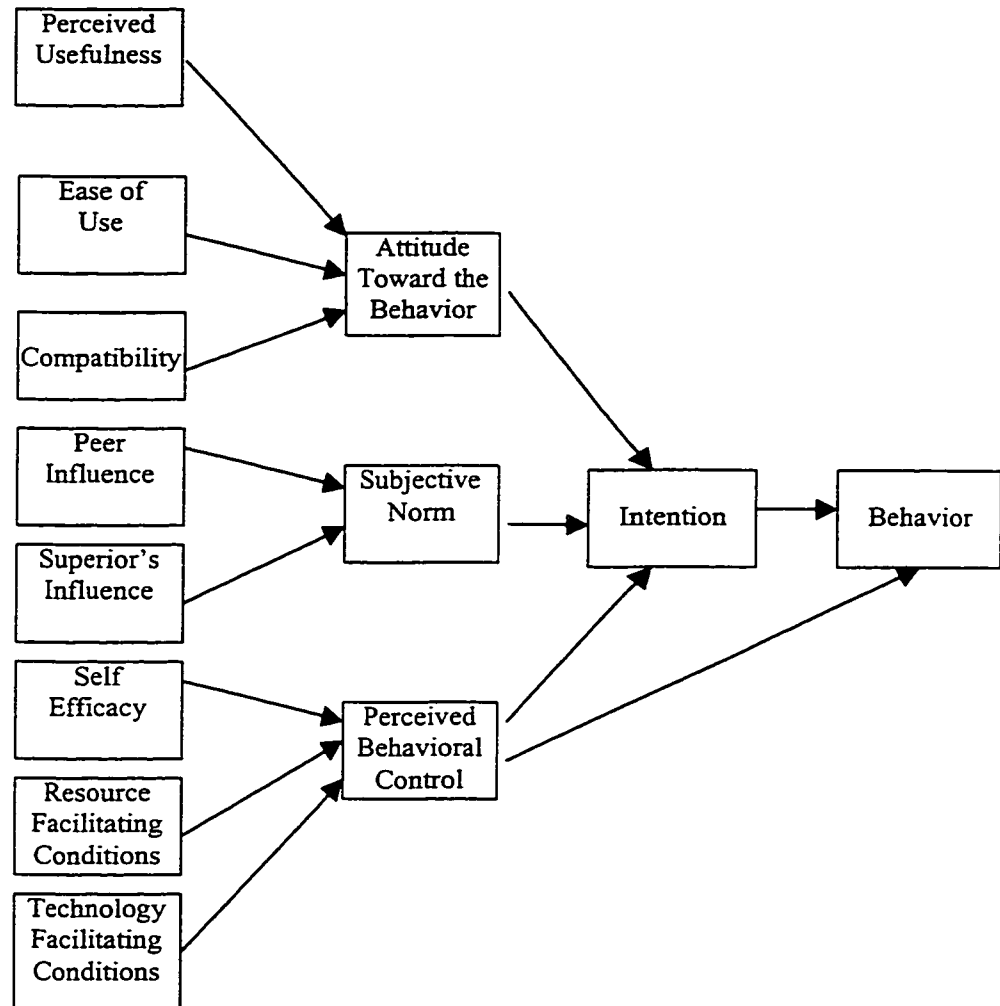


Figure 3: Decomposed Theory of Planned Behavior

- Perceived Usefulness: Defined earlier in the description of TAM
- Ease of Use: Defined earlier in the description of TAM.
- Compatibility: Rogers (1983) defines it as “The degree to which the innovation fits with the potential adopter’s existing values, previous experiences and current

needs”

- Peer Influence: The influence of peers on the person carrying out the behavior
- Superior Influence: The influence of superiors on the person carrying out the behavior
- Self Efficacy: Bandura (1977) defines it as “The conviction that one can successfully execute the behavior required to produce the outcomes” (p.193)
- Facilitating Conditions: According to Taylor and Todd (1995), facilitating conditions has the following two components:
 - Resources: Which relates to resource factors such as time and money
 - Technology: Which relates to technology compatibility issues that may constrain usage

(The remaining constructs were defined earlier in the discussion of the TPB.)

The decomposed TPB is more complete than the original TPB, because it explores in greater detail the specific dimensions that influence attitude, subjective norm and perceived behavioral control

3.3.1 Applications of the decomposed TPB

The decomposed TPB was used in a study conducted by Taylor (1995) which investigated the difference between experienced and inexperienced user groups in terms of information technology usage. The research focused on business school students' usage of a Computing Resource Center (CRC). 786 students of whom 430 had prior experience with using the CRC and 356 with no prior experience completed a survey.

The study compared Technology Acceptance Model (TAM), TPB and the decomposed TPB in order to see which model provided the best understanding of behavioral intentions. Taylor (1995) concluded that the decomposed Theory of Planned Behavior provides a “fuller” understanding of behavioral intentions compared to TAM and TPB.

3.4 The Triandis Model

Triandis (1980) proposed a “theoretical network of interrelated hypotheses around the constructs of attitude and behavior, placing them in the broadest possible context” (p.196). Triandis argued that behavior is determined by what people would like to do (attitudes), what they think they should do (social norms), what they have usually done (habits), and by the expected consequences of their behavior.

As shown in figure 4, the model includes a large number of variables, which make the model complicated yet complete. The following definitions are from Triandis (1980).

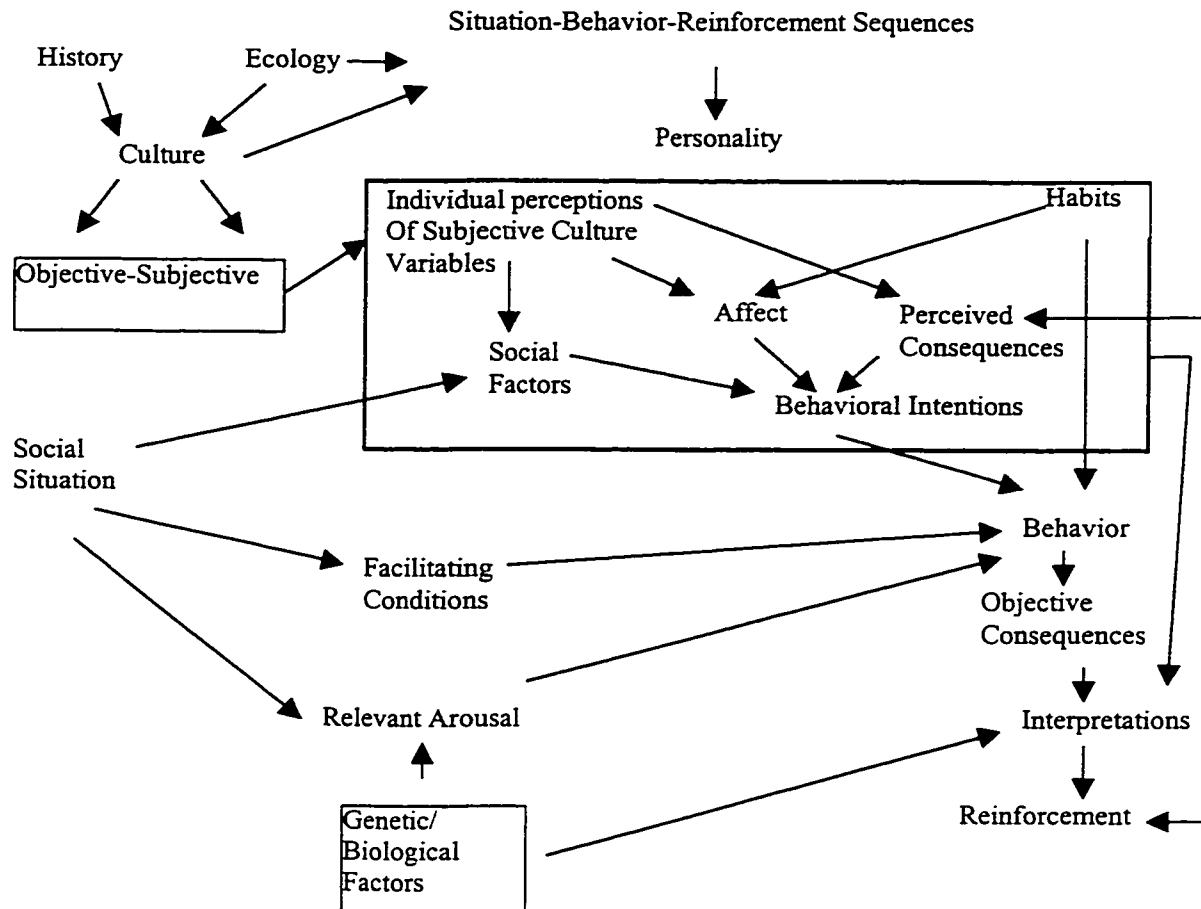


Figure 4 : Triandis' Framework of Human Behavior

- Behavior: “Refers to a broad class of reactions by an organism to any stimuli (internal or external to the organism). It includes acts and some interpersonal events, such as thinking, feeling, dreaming and fantasizing.”
- Perceived Consequences of an act: “The perceived consequences of a behavior result from the product of the individual’s “beliefs” that such consequences will occur by the “value” attached to these consequences.” (Bergeron et al, 1995)
- Behavioral intention: “Behavioral intentions are instructions that people give themselves to behave in certain ways.”
- Habits: “Habits can be measured by the frequency of occurrence of behavior, by

· subjects' judgments of the likelihood that a behavior will take place in different kinds of situations, and by a subject's response of how frequently she or he had done something."

- Relevant Arousal: "The physiological arousal of the organism that is relevant to the act facilitates the act, and increases its probability."
- Facilitating Conditions: "Are objective factors, out there in the environment, that several judges or observers can agree make an act easy to do."
- Personality: "Personality refers to the organized functions of the individual."
- Culture: "Culture is the human-made part of the environment. A culture is determined by place, time and language."
- Subjective Culture: " Subjective culture refers to a human group's characteristic way of viewing the human-made part of the environment. It consists of ways of categorizing experience, beliefs, attitudes, ideals, roles, norms, and values."
- Social Factors: " The individual's internalization of the reference group's subjective culture, and specific interpersonal agreements that the individual has made with others, in specific social situations, constitute social factors that determine behavioral intentions."
- Affect: " Affect refers to the emotional system of an individual."
- Ecology: "Ecology refers to the relationships between organisms and the physical environment, including climate, physical terrain, resources which favor various forms of exploitation for survival, and the extent to which resources are limited or plentiful."
- Social Situations: Social situations is included in behavior setting (below), the

differences lies in the “extent to which they are private or public and the extent to which they do or do not specify what behaviors are appropriate in them.”

- Behavior Settings: “Behavior settings consists of cues that may be connected with acts. Such connections reflect habits that people have to behave in particular ways in the presence of such cues.”

In the Triandis model behavior is seen as having an objective consequence on the physical surrounding. Those consequences prompt some interpretations that reinforce the individual by affecting the perceived consequence of a certain behavior. Reinforcement affects the consequence of the behavior in two ways: It changes the perceived probabilities that the behavior will have a particular consequence and changes the value or weight of those consequences. Furthermore, the perceived probabilities of the consequences of a behavior could influence the behavioral intention, which is one of the determinants of behavior along with habit and relevant arousal.

When habits, intentions and relevant arousal are optimal there is still the need for certain facilitating conditions, which are not controlled by the person, that need to be present to permit the behavior. The individuals' interpretation of the objective consequence is in turn influenced by the genetic/biological factors or by previous situation-behavior-reinforcement sequences in the individuals' history, which is the individual's personality. Personality can affect the cultures' perception of the social environment by influencing the subjective culture of the group. Norms, roles and values, which are part of the subjective culture, coupled with personality are social factors that

influence the intention to perform a certain behavior. In addition, the individuals' perception of the subjective culture and previous experiences of the individual can also affect the behavior. Outside influences such as history and ecology also play a role in shaping the subjective culture. Social situations on the other hand affect the social factors, the facilitating conditions as well as relevant arousal. Meanwhile, relevant arousal is acted upon by the individuals' genetic/biological factors.

3.4.1 Applications of the Triandis model

The Triandis model can be applied to many different situations in a variety of fields. The flexibility of the model makes it possible to apply it to Information technology. Thompson et al. (1991) incorporated the Triandis model in the Information Systems context. Thompson et al. (1991) used a subset of the Triandis model and applied it to the context of PC use. Behavioral intention was excluded from the model, because Thompson et al (1991) was interested in actual PC use. The study was conducted in a large multinational manufacturing organization, to test a number of hypotheses relating to the use of PC. Thompson et al (1991) found that the Triandis model of behavior provided moderate support in explaining PC utilization. Specifically, the findings showed that social factor, complexity and long-term consequences had significant effects on PC use. A significant positive relationship was found between social factors, job fit, long-term consequences and utilization.

Bergeron et al (1995) applied the model to study the various factors related to the use of Executive Information System (EIS). They hypothesized that EIS use (behavior) is determined by EIS experience (habits), work group influence (social factors) user

satisfaction with the information, system access and assistance (affect), perceived consequences (of EIS use), EIS sophistication and presence of a hotline (facilitating conditions).

Bergeron et al (1995) collected data from 38 executives in nine organizations. The study found that behavior of EIS users is determined by perceived consequences of using EIS, by an affect component as well as social factors.

3.5 Comparison of the models

The four models discussed previously share some similarities. In all four models, intentions play a central role in explaining behavior, with a number of factors influencing those intentions.

To start with, some of the constructs are basically the same although they are named differently. For example, what is referred to as social factor in the Triandis model is called subjective norm in the TAM. Also, what is called affect in Triandis is essentially attitude in both the TAM and TPB. Facilitating conditions from Triandis is called perceived behavioral control in TPB and the decomposed TPB. Further, the perceived consequences in Triandis include the perceived usefulness construct in TAM.

In the Triandis model behavior is connected to affect (through the habit construct) by a feedback loop. This is a major difference over the other three models. This loop makes it possible for the model to explain behavioral adjustment over time based on experience. Such a feedback mechanism does not exist in the TAM or TPB.

4. THE BEHAVIORAL ADJUSTMENT MODEL (BAM)

In order to study the intentions and behaviors of Telecommuters a hybrid model is proposed. The proposed model combines certain aspects from the Triandis model, the Theory of Planned Behavior and the Technology Acceptance Model. Figure 5 presents the proposed Behavioral Adjustment Model (BAM). The BAM model will be used to answer the following research questions:

- “What are the factors that influence current telecommuter intention?”
- “What sort of relationship exist between the various factors?”
- “How much of the variance in intentions can be explained using the Behavioral Adjustment Model (BAM)?”

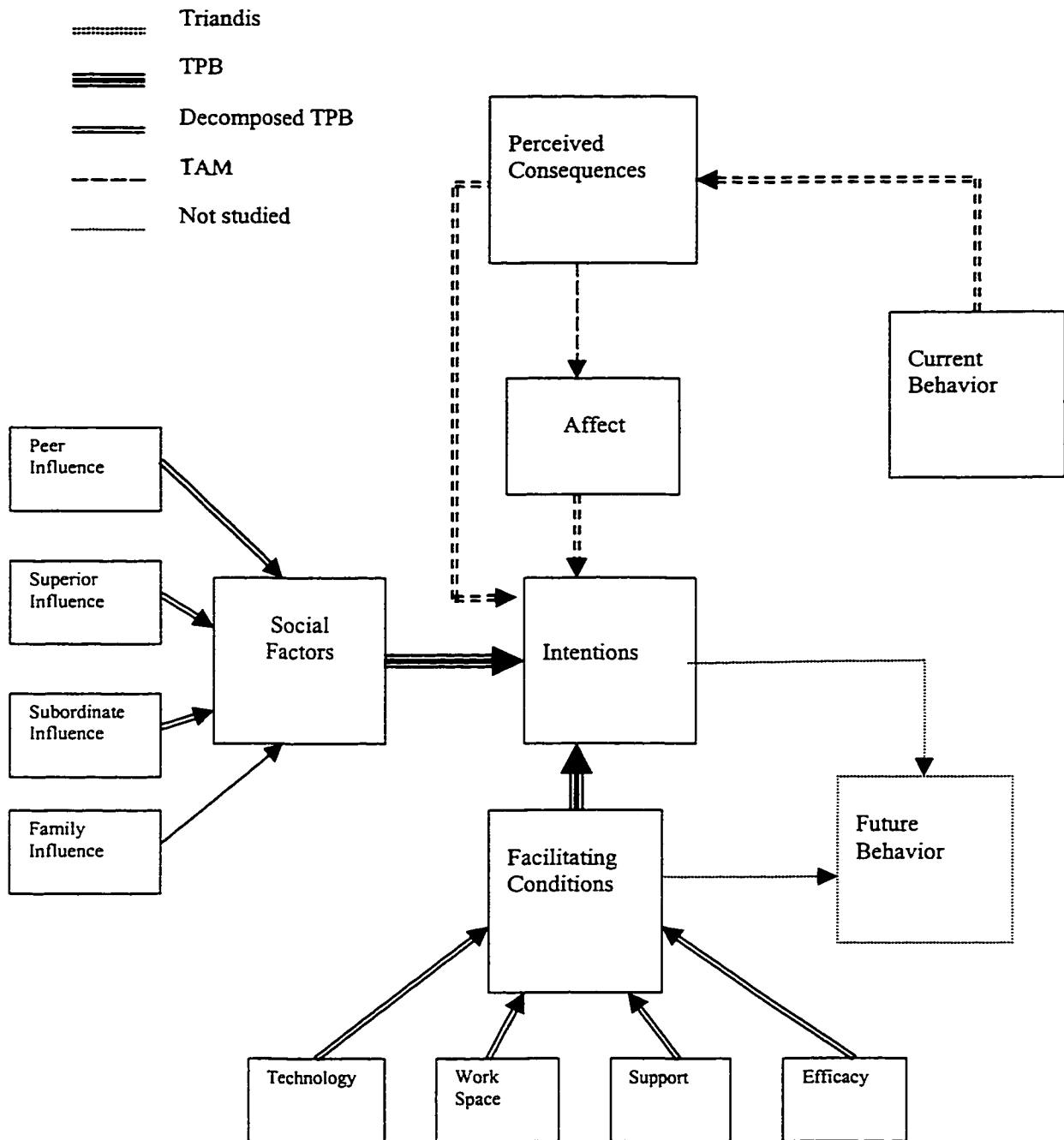


Figure 5: Behavioral Adjustment Model (BAM)

The proposed Behavioral Adjustment Model (BAM) incorporates certain aspects from the four models discussed earlier and will be tested in the context of telecommuting. The purpose of this research is to investigate intentions of current telecommuters, and to study the various factors that affect those intentions. Before explaining the various links and variables, I will provide a general description of the how the various links were put together.

In the Triandis model a feedback loop is established between current behavior to Perceived Consequences. This link was incorporated in BAM in order to investigate how current level of telecommuting affects the perception about telecommuting. To my knowledge no other study investigated this feedback loop in the context of telecommuting. Therefore it is suggested that current telecommuter intentions will be changed as they continue to use this work arrangement, because their perceived consequences from telecommuting will change the more they use this work arrangement.

BAM also includes a link between perceived consequences and affect (which is an established link in TAM). In TAM perceived consequences is related to perceived usefulness, therefore if a telecommuter perceives this work arrangement as useful it would influence his attitude about telecommuting as well as his intentions.

BAM includes the influence of social factors as well as facilitating conditions on intentions, which are established in the TPB. Social Factors (which is called subjective norm in TPB) is decomposed into peer influence, superior influence, subordinate

influence as well as family influence. This decomposition follows directly from what Taylor and Todd (1995) did in their decomposed TPB. The reason for decomposing social factors into peer, subordinate, superior and family influences is due to the fact that telecommuters might be influenced by all four some way or the other. The decomposed TPB does not include a family influence factor; the addition is warranted since telecommuters interact with family members when working from home.

Taylor and Todd (1995) decomposed perceived behavioral control (which is facilitating conditions in BAM) into self-efficacy, technology compatibility and resource factors. In accordance with Taylor and Todd (1995) we decomposed facilitating conditions into technology, workspace, support and efficacy.

Given that the proposed hybrid model combines some aspects of the Triandis, Theory of Planned behavior and Technology Acceptance Model, there are some overlaps. For instance, what TPB refers to as subjective norm, are social factors in the BAM. The model also includes a link between actual use and perceived consequence. Finally a link is proposed between facilitating conditions and intentions directly. In contrast with the Triandis model, facilitating conditions is linked to behavior and not intentions. However, this facilitating condition - intention link is established in TPB. As mentioned earlier facilitating conditions are essentially control factors which facilitate carrying out a behavior (in this case telecommuting). For example, an employee's intention to telecommute might be increased when appropriate resources and capabilities are available. The increased intention would then influence the probability of carrying out the

actual behavior of telecommuting.

Current behavior is linked to perceived consequence, which is a determinant of intentions. The reason for not including an intention - behavior link is that a longitudinal study is needed to actually measure such a relationship. However, the model does include an intention – future behavior link that will not be studied in this research.

By investigating current telecommuter intentions researchers and practitioners can benefit enormously. Researchers who want to understand telecommuting behavior can do so by studying the intention to telecommute since it has a strong correlation with the actual act of telecommuting. Practitioners can also benefit by coming up with initiatives to influence those intentions to control telecommuting.

4.1 Variable Definition

Current Behavior: Relates to the frequency and duration of telecommuting.

Intentions: Is defined as the frequency and duration of telecommuting that the employee intends to perform.

Perceived Consequence: Is defined as the perceived usefulness of telecommuting to each individual worker.

Affect: Relates to the emotional feelings about telecommuting.

Social Factors: Relates to the various social groups' views about telecommuting.

Peer Influence: Is defined as what the telecommuter's peers think about telecommuting

Superior Influence: Is defined as what the telecommuter's superiors think about telecommuting.

Family Influence: Is defined as what the telecommuter's family think about telecommuting.

Subordinate Influence: Is defined as what the telecommuter's subordinates think about telecommuting.

Facilitating Conditions: Is defined as outside factors that makes the act of telecommuting easier.

Technology: Is defined as the specific hardware and equipment that is needed for successful telecommuting.

Work Space: Is defined as the appropriateness of a work environment to carry out telecommuting.

Support: Is defined as the availability of technical support to facilitate telecommuting.

Efficacy: Is defined as the internal belief a telecommuter has in himself regarding his capability to carry out telecommuting.

4.2 Measurement Constructs

To operationalize the model a survey instrument will be used to measure the various constructs. The instrument can be seen in Appendix B. I will provide the reader with a detailed description of the survey in the following section. Along with a description of the measurement items and where they came from.

The various constructs represented in BAM have been put together from different sources. Some constructs are formative and others are reflective. The difference lies in the covariance of the items as well as how well the construct is understood. Formative constructs include variables that are independent and do not correlate, they also are made up of observable variables. A formative construct is similar to a dependent variable in a regression with a number of independent variables affecting it. Therefore the following three constructs are considered formative: Social factors, Facilitating conditions and Intentions.

Reflective constructs are usually more understood and depend on items that have high levels of covariance. A reflective construct has a number of indicators that are measured directly and include the following variables: Peer influence, Superior influence, Subordinate influence, Family influence, Technology, Work space, Support, Efficacy, Current behavior, Perceived consequence and Affect.

5. HYPOTHESES

Current Behavior: According to Triandis(1980) behavior refers to a broad class of reactions by an organism to stimuli (internal or external to the organism). In this research current behavior refers to the act of telecommuting. This leads to the following hypothesis:

H1: There is a significant positive relationship between the current level of telecommuting and the perceived consequences of adopting this work arrangement

Perceived Consequences: According to Triandis (1980) each act is perceived as having some sort of consequence that influences the individual's intentions. In addition, TAM suggests that perceived usefulness (embedded in perceived consequences) influences affect (embedded in attitude). Therefore, the following two hypothesis are suggested:

H2: There is a significant positive relationship between the perceived consequences of telecommuting and the intentions of telecommuters.

H3: There is a significant positive relationship between the perceived consequences of telecommuting and the affect towards telecommuting

Affect: According to Triandis (1980) affect is defined as the emotional system of an individual, in terms of joy, elation, or pleasure, or depression, disgust, displeasure or hate (Triandis, 1980,). Affect, which is embedded in the attitude construct of the TPB model, is linked to intentions. This leads to the following hypothesis:

H4: There is a positive relationship between the employees affect towards telecommuting and his or her intentions towards telecommuting.

Social Factors: Various social factors influence the individual impression of the

appropriateness of a behavior. Triandis (1980) defines social factors as individuals' internalization of the reference group's subjective culture, and specific interpersonal agreements that the individual has made with others, in specific social situations (Triandis, 1980, p. 210). Social factors are what TPB refers to as subjective norm. This leads to the following hypothesis:

H5: There is a positive relationship between social factors and the intentions of telecommuters.

Social factors are decomposed into four different influences; peer, superior, subordinate and family influences. This follows directly from the decomposed TPB. This leads to the following four hypothesis:

H6: There is a positive relationship between peer influence and social factors.

H7: There is a positive relationship between superior influence and social factors.

H8: There is a positive relationship between subordinate influence and social factors

H9: There is a positive relationship between family influence and social factors.

Facilitating conditions: According to Triandis (1980) facilitating conditions are objective factors out there in the environment that several judges or observers can agree make an act easy to do. Facilitating conditions are essentially perceived behavioral control in TPB. This leads to the following hypothesis:

H10: There is a positive relationship between facilitating conditions and telecommuters' intention regarding telecommuting.

Taylor and Todd (1995) decomposed perceived behavioral control into self efficacy, and resource and technological facilitating conditions. Relying on Taylor and Todds' decomposition the same logic will be used in decomposing Facilitating conditions into the four factors: technology, work space, support and efficacy. This decomposition leads to the following four hypothesis:

H11: There is a positive relationship between technology and facilitating conditions regarding telecommuting.

H12: There is a positive relationship between work space and facilitating conditions regarding telecommuting.

H13: There is a positive relationship between support and facilitating conditions regarding telecommuting.

H14: There is a positive relationship between efficacy and facilitating conditions regarding telecommuting.

6. METHODOLOGY

In order to test the proposed Behavioral Adjustment Model (BAM) a survey instrument was used (Appendix B). A mailing list of 1500 companies across Canada was used initially to identify current telecommuters. Phone calls were made to human resource department of various companies of interest. The human resource personnel was asked to identify telecommuters at their companies. A mailing list was gathered of the telecommuters across Canada. In some cases the human resource personnel requested that surveys be sent to the department for him/her to distribute among telecommuters.

The Telecommuter Advisory Council (TAC) was also contacted to gather more potential respondents in the United States. TAC provided a mailing list of registered telecommuters in the United States.

A mailing list of around 650 potential respondents was finally gathered. The survey was mailed directly, along with stamped return envelopes, to potential respondents on 7th March 1998. By April 30 1998 the number of responses received was 101, which gives a response rate of 15.5%. The response rate is considered low for mail surveys but was considered as a fair representation of the population of current telecommuters in Canada and the United States.

6.1 Questionnaire Design

The survey (Appendix A) includes a cover letter describing the objective and the purpose of the research. The Survey takes about 15 minutes to complete and all

responses were kept confidential as mentioned in the cover letter.

The survey was also translated into French to accommodate Franco-phone respondents. The survey was divided into five sections. I will go over how the items were put together in following section.

6.1.1 Section (A) - Demographics

This section comprised of eight questions. The purpose of this section was to get some general demographic information of the sample. Questions asked for gender, age, marital status, number of dependents, industry sector, commuting time, job function and whether the company has a formal telecommuting program.

6.1.2 Section (B) – Current Behavior/Allowable Behavior

This section comprised of four questions. The questions capture the level of telecommuting preformed. It also asks for the allowed level of telecommuting in the company.

6.1.3 Section (C) – Your Intentions

This section comprised of two questions that capture the intention of the respondent.

6.1.4 Section (D) – Perceived Effects/Attitude

This section contained 57 questions relating to the following constructs: All the questions in this section were randomly distributed. The following table is a list of constructs being tested along with question numbers from the survey.

Construct	# of items	Items numbers in survey
Perceived Consequences	6	6,7,21,22,31,32
Affect	3	38,35,43
Social Factors	2	2,12
Peer Influence	4	16,17,29,30
Superior Influence	3	26,27,45
Subordinate Influence	3	19,20,40
Family Influence	3	24,25,34
Facilitating Conditions	3	15,36,46
Technology	4	11,47,50,56
Work Space	4	5,42,49,55
Support	4	33,37,53,54
Efficacy	6	14,28,48,51,52,57

Table 1: Breakdown of questions for each construct

6.2 Measurement Items

Most of the measures were adopted from the work of Taylor and Todd (1995) on Information Technology usage. The adopted measures were refined to be applicable to the telecommuting. All the items had reported reliabilities (Guttman's Lower Bound) of above 0.70. Appendix B shows the reliabilities of the measurement items used by Taylor and Todd.

Questions relating to family influence and subordinate influence were added, that followed the same sort of structure as peer and superior influence constructs in the Taylor

and Todd's (1995) questionnaire. Most items in the survey were measured using a 7-point scale. By using a 7-point scale the instrument would be more sensitive to the variance of responses. In some cases a 4-point scale was used for questions 49-57. Most 7-point items had the following response options.

<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In some instances the respondents were faced with a different 7-point scale. For example, question 18 had different response options for the following statement:

Telecommuting is

<i>Very Foolish</i>	<i>Foolish</i>	<i>Slightly Foolish</i>	<i>Neither Foolish nor Wise</i>	<i>Slightly Wise</i>	<i>Wise</i>	<i>Very Wise</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The 4-point scale that was used for question 49-57 had the following response options.

<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To capture the current level of telecommuting and the intended level of telecommuting a different scale was used. The following scale was used to assess the frequency of telecommuting

<i>Zero days</i>	<i>Less than 1 day</i>	<i>≥ 1 day < 2 days</i>	<i>≥ 2 days < 3 days</i>	<i>≥ 3 days < 4 days</i>	<i>≥ 4 days < 5 days</i>	<i>More than 5 days</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In order to capture the proportion of the job done remotely in a given year the following 9-point scale was used.

<i>Zero</i>	<i>Less</i>	<i>≥ 10%</i>	<i>≥ 20%</i>	<i>≥ 30%</i>	<i>≥ 40%</i>	<i>≥ 50%</i>	<i>≥ 60%</i>	<i>More</i>
<i>%</i>	<i>than</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>than</i>
	<i>10%</i>	<i>< 20%</i>	<i>< 30%</i>	<i>< 40%</i>	<i>< 50%</i>	<i>< 60%</i>	<i>< 70%</i>	<i>70%</i>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. DATA ANALYSIS

To start with various descriptive statistics was obtained to describe the demographics of the sample. SPSS 7.0 was used for the statistical analysis of Age, Marital status, Number of dependents, Industry sector, Commuting time, Job function and whether or not the company had a formal telecommuting program setup. SPSS 7.0 was also used to investigate the reliabilities of the scales.

Partial Least Squares (PLS) analysis was used to test the validity of the BAM model. This structural equation modeling procedure is an approach to test multivariate models with empirical data. PLS is a second generation technique which is superior to traditional regression (Thompson et al, 1991) because it simultaneously assesses the structural and measurement models.

PLS in essence combines regression analysis along with factor analysis together. Other structural modeling techniques such as LISREL are more restrictive to use, due to limitations of normality and large sample sizes. PLS is widely considered as a more appropriate tool in research areas where theoretical knowledge is not as strong as that demanded by LISREL (Rivard and Huff, 1988). Ideally researchers start off with PLS to refine the theory then turn to LISREL for more rigid testing.

PLS analysis has been used in various areas of MIS research. For instance, Blili et al, 1994 used PLS to conceptualize and measure end user computing (EUC)

sophistication. Rivard and Huff, 1988 used PLS to study the factors of success associated with the development of computer applications by end-users. Furthermore, Thompson et al, 1991 used PLS to understand the factors that influence the use of personal computers.

8. RESULTS

I will go over the results of the analysis. First I will the present the findings of the demographic data, followed by the measurement model and finally the structural model including the various hypothesis.

8.1 Demographics

The results of the demographic data are presented in table 2. The sample consisted of more female respondents (55.4%) than male (44.6%). The majority of respondents (40.6%) belonged to the 40-50 age group, followed by the 30-40 age group (30.7%) then came the over 50 (16.8%). The respondents that fell in the less than 30 age group were the lowest (11.9%).

Most of the respondents were married (79.2%) and most reported zero dependents (39.8%), followed by two dependents (26.5%), one dependent (20.4%), three dependents (8.2%), four dependents (3.1%) and finally 2 respondents reported that 5 dependents lived in their household.

The majority of telecommuters indicated working in the government sector (38%) followed by the service sector (37%). A mere 2% of current telecommuters reported working in the manufacturing sector.

Daily commuting times was spread out. Most had a total commuting time (to and from the office) of over 50 minutes (32.3%). 25% of the respondents reported a total

commuting time in the 10-30 minutes range. 21% fell in the 30-50 minutes range and another 21% reported a total commuting time of less than 10 minutes.

67% of the respondents reported that their companies had formal telecommuting programs in place. More current telecommuters reported having managerial job functions (59.4%) than non-managerial ones.

Demographic	Category	Total / (Percentage)
Gender (N=101)	Male	45 (44.6%)
	Female	56 (55.4%)
Age Group (N=101)	Less than 30	12 (11.9%)
	30-40	32 (30.7%)
	40-50	42 (40.6%)
	Over 50	15 (16.8%)
Marital Status (N=101)	Married	80 (79.2%)
	Single	20 (18.8%)
	Other	01 (2.0%)
Number of Dependents (N=98)	0	39 (39.8%)
	1	20 (20.4%)
	2	37 (26.5%)
	3	7 (8.2%)
	4	3 (3.1%)
	5	2 (2.0%)
Industry Sector (N=100)	Manufacturing	2 (2.0%)
	Government	39 (38%)
	Service	37 (37%)
	Other	23 (23%)
Total Daily Commute (N=99)	Less than 10 minutes	21 (21.2%)
	10-30 minutes	26 (26.3%)
	30-50 minutes	20 (20.2%)
	Over 50 minutes	34 (32.3%)
Formal Telecommuting Program (N=101)	Yes	68 (66.3%)
	No	33 (33.7%)
Job function (N=101)	Manager/supervisor	60 (59.4%)
	Non-manager/Non-supervisor	41 (40.6%)

Table 2: Breakdown of the demographics

8.2 Measurement Model

8.2.1 Reliability analysis

Table 3 is a list of the various items used in the questionnaire along with their perspective reliabilities. The Cronbach alpha measure was used to investigate the appropriateness of the measures.

Measure	Number of items	Mean	Standard Deviation	Cronbach Alpha (α)
Current Behavior	2	8.1500	4.7320	0.92
Intentions	2	9.1531	4.4959	0.93
Perceived Consequences	3	4.7143	2.3769	0.87
Affect	3	19.0909	2.4747	0.84
Social Factors	2	5.5500	2.6832	0.85
Peer Influence	2	5.6465	2.2647	0.72
Superior Influence	2	7.5354	2.5246	0.48
Subordinate Influence	2	8.2577	2.1903	0.32
Family Influence	2	7.0102	2.5545	0.62
Facilitating Conditions	3	6.8600	2.9302	0.35
Technology	2	4.3800	2.5575	0.86
Work Space	2	3.8485	2.3095	0.95
Support	2	5.5253	2.9670	0.84
Efficacy	3	6.7200	3.2383	0.84

Table 3: Reliabilities of the various scales

Overall most items are considered to be reliable in measuring the various constructs, since the reported Cronbach Alpha (α) was above the 0.70 threshold. However, items relating to superior, subordinate, family influences as well as facilitating conditions reported low value for reliabilities. The items relating to those measures are less than satisfactory and further adjustment should be made to refine those items.

8.2.2 Loading of items

The PLS model loading indicated that the measurement model is appropriate and significant. Table 4 shows the loading of the various items along with t-statistics.

Item	Sample loading	T-statistic
Perceived Consequences		
D21	0.910	25.626
D6	0.872	20.838
D31	0.900	24.730
Intentions		
C1	0.977	134.580
C2	0.965	94.176
Affect/Attitude		
D35	0.899	39.196
D18	0.876	20.916
D43	0.804	20.584
Social Factors		
D2	0.925	44.921
D12	0.931	63.463
Facilitating Conditions		
D15	0.754	9.732
D46	0.404	2.787
D36	0.823	14.190
Superior Influence		
D26	-0.964	-46.753
D45	-0.550	-3.585
Family Influence		
D24	0.759	12.342
D34	0.917	47.776
Peer Influence		
D16	-0.896	-40.129
D29	-0.872	-21.023
Subordinate Influence		
D40	0.414	2.228
D19	0.969	37.623
Technology		
D47	0.934	49.248
D11	0.937	45.984

Table 4: Loading of the items

Item	Sample loading	T-statistic
Support		
D33	0.904	13.131
D37	0.942	10.508
Work Space		
D42	0.974	136.407
D5	0.967	64.590
Efficacy		
D48	0.924	39.685
D28	0.918	36.956
D14	0.797	13.694
Current Behavior		
B1	-0.972	-126.689
B2	-0.971	-87.621

Table 4: Loading of the items (cont.)

Some of the loading are low (<0.700), for example D40, D45 and D46. However, they are above the critical t-statistic of 1.65 (used for a sample of 100 points). All other items have loading above the 0.700 and a t-statistic > 1.65 . Therefore, the measurement model was found to be significant and appropriate, which is in accordance with the findings of Taylor and Todd (1995).

8.3 Structural Model

The PLS graph output can be seen in the Appendix A. A great deal of care must be given when interpreting the path coefficients. In order to know if the relationship pertained is positive or negative one must take into consideration the sign as well as the scale used for the correct interpretation. Table 5 shows the path coefficient which are standardized regression coefficients, which are generated by PLS, along with path t-statistic for each hypothesis and whether the hypothesis is accepted or rejected.

Hypothesis Number	Path Coefficient	Path t-statistic	Accepted	Not Accepted
H1	0.480	10.416	✓	
H2	-0.323	-2.474	✓	
H3	-0.731	-15.042	✓	
H4	-0.114	-0.865		✓
H5	-0.357	-3.787	✓	
H6	-0.475	-5.291	✓	
H7	-0.194	-2.462	✓	
H8	0.051	0.766		✓
H9	0.263	3.246	✓	
H10	-0.219	-2.805	✓	
H11	0.172	1.182		✓
H12	0.173	2.160	✓	
H13	-0.018	-0.202		✓
H14	0.607	6.439	✓	

Table 5 : Hypothesis testing

The tests of hypothesis provide adequate support for the BAM model. Ten of the fourteen hypothesized relationships were statistically significant. The model was successful in explaining 39.6% ($R^2=0.396$) of the variance of the intentions of current telecommuters based on affect, perceived consequences, social factors, facilitating conditions and current level of telecommuting. BAM was also successful in explaining 68% ($R^2=0.681$) of the variance of the social factors construct based on superior influence, family influence, peer influence and subordinate influence. Furthermore, BAM explained 61% ($R^2=0.614$) of the variance in the facilitating condition construct based on efficacy, support, workspace and technology.

Support was found for hypothesis H1, which postulated a positive relationship between the current level of telecommuting and the perceived usefulness of adopting telecommuting (path=0.480, t-stat=10.4160). Support was found for hypothesis H2,

which postulated a relationship between perceived consequences and current telecommuter intentions (path=-0.731, t-stat=-15.02426). The relationship was found to be positive after examining the scales used in the survey. Low values for the perceived consequences items in the survey meant that respondents strongly agreed with the statement, further low scores for the level of telecommuting meant low levels of telecommuting. This explains the negative path coefficient from the PLS analysis.

Support was also found for hypothesis H3, which postulated a relationship between perceived consequences and the affect towards telecommuting (path=-0.357, t-stat=-2.4746). Again this relationship is positive when the scales used are taken into the consideration.

Support was not found for hypothesis H4 which assumed a relationship between affect and intentions (path =-0.114, t-stat =-0.8655). Support was found for hypothesis H5, which postulated a relationship between social factors and intentions (path =-0.357, t-stat =-3.7877). This relationship is positive when reviewing the scales used.

Support was found for hypothesis H6, which postulated a relationship between peer influence and social factors (path =-0.475, t-stat=-5.2919). This relationship is positive since the loading of peer influence is negative, and the path is found to be negative. Hypothesis H7 was also supported, which postulated a relationship between superior influence and social factors (path =-0.194, t-stat =-2.4627). This relationship is also positive because both the loading of superior and the path were negative. Hypothesis

H8 was not supported, therefore no evidence was found for the relationship between subordinate influence and social factors (path =0.051, t-stat =-0.7991). Evidence was found for hypothesis H9, which postulated a positive relationship between family influence and social factors (path = 0.263,t-stat =3.2468).

Support was found for hypothesis H10, which states a relationship between facilitating conditions and intention (path =-0.219, t-stat =-2.8051). This relationship is positive given the scales used in the survey. Support was not found for hypothesis H11, which assumed a relationship between technology and facilitating conditions (path =0.172,t-stat =1.1820). Support was found for hypothesis H12, which postulated a positive relationship between work space and facilitating conditions (path =0.173, t-stat =2.1605). Support was not found hypothesis H13, which assumed a positive relationship between support and facilitating conditions (path =-0.018, t-stat =-0.2062). Finally, support was found for hypothesis H14, which postulated a positive relationship between efficacy and facilitating conditions (path =0.607, t-stat =6.4391).

9. DISCUSSION

9.1 Demographics

The high percentage of respondents falling in the above 40 age group (56%) indicates the general maturity of telecommuters. These individuals are at a later stage in life and might overcome some of the drawbacks of telecommuting. The experience those individuals might have can make it easier for them to work independently from home. Further, those mature individuals might not care much for the social aspect of the office. It is important to point out that the small sample size used does not allow for any conclusion to be made about the average age of telecommuters. Although other studies have reported similar findings, in particular a study conducted by Duxbury et al, 1987 reported an average mean age of 41 years.

It was not surprising to see a low number of telecommuters working for the manufacturing sector. Most of the manufacturing jobs do require actual presence at the manufacturing site. Jobs in the service and government sectors tend to involve more information and documentation that could be done remotely. The relatively long commuting times reported by telecommuters adds to the importance of such a work arrangement. 33% of respondents reported a commuting time of above 50 minutes.

It seems as if companies across the US and Canada are implementing formal telecommuting programs. 73% of the respondents reported working for companies that have such programs setup. It is very important to have such programs formally setup so

that adequate training and technology can be provided to make telecommuting a success. What come as a surprise to me is that 65% of the respondents reported having a managerial job. I would suspect that managerial jobs would require personal presence at the work site rather than a virtual presence! However the question was probably very limited in nature to conclude anything on this matter.

9.2 Hypothesis and links

Current level of telecommuting → Perceived Consequences (Hypothesis H1)

To my knowledge, this link has not been investigated before. The analysis has shown that such a positive relationship exist between the level of current telecommuting and perceived consequences. Survey questions asked the telecommuters if the advantages of telecommuting outweighed the disadvantages and if they thought that telecommuting was beneficial. Therefore, the higher the level of telecommuting the stronger the agreement with the aforementioned statements.

Perceived Consequences → Intentions (Hypothesis H2)

Support was found for hypothesis (H2), which states that there is a positive relationship between perceived consequences and intentions. This link suggests that when current telecommuters regard telecommuting beneficial and advantageous their intentions are influenced positively. This link which is established in the TAM was tested previously by Davis et al (1989) with similar findings. The study conducted by Davis investigated user acceptance of computer technology. The study gathered data from 107 full-time MBA who used a word processing software. The TAM model was used to

explain the user acceptance of software based on a measure of their intentions. The study concluded that perceived usefulness (similar to perceived consequences in BAM) is a major determinant of people's intentions to use computers.

Taylor and Todd (1995) conducted a study to understand the usage of information technology. Data was gathered from 786 potential users of a computer resource center. The study used TAM as well as TPB and the decomposed TPB to understand the behavior of using information technology. Significant evidence in support of a link between perceived usefulness (similar to perceived consequences in BAM) and attitude (similar to affect in BAM) was found which is consistent with the findings from BAM.

Perceived Consequences → Affect (Hypothesis H3)

Support was found for hypothesis H3, which states that a positive relationship exists between perceived consequences and affect. This established link in TAM suggests that as current telecommuter's view telecommuting to be advantageous and beneficial their affect (attitude) towards telecommuting is changed. This link was also tested previously by Davis et al (1989) with similar findings. The study conducted by Davis et al (1989) found that perceived usefulness (perceived consequences in BAM) has a strong significant effect on attitude (similar to affect in BAM). In another study conducted by Taylor and Todd (1995) (mentioned earlier) evidence was also found in support of such a link between perceived usefulness and attitude (similar to affect in BAM).

Affect → Intentions (Hypothesis H4)

Support was not found for hypothesis H4, which postulated a relationship between affect and intentions. Previous research conducted by Taylor and Todd(1995) and Davis et al (1989) found such a relationship to be significant and positive. Taylor and Todd concluded that attitude(similar to affect in BAM) was a significant determinant of intentions. Our sample size is considered small compared to that used by Taylor and Todd (sample size of 750). This limitation might account for not finding the hypothesized relationship. The scales and items used in the survey might also be unreliable in measuring the required constructs.

Social Factors → Intentions (Hypothesis H5)

Support was found for hypothesis H5 which states that a positive relationship exists between social factors and intentions. We can conclude that social factors influences the intention to telecommute. Evidence was also found for hypotheses (H6, H7 and H9) which means that factors such as peer influence, superior influence and family influence are positively influencing the intentions of current telecommuters in an indirect manner.

Previous research, conducted by Taylor and Todd (1995), on usage of information technology supports the subjective norm (similar to social factors in BAM) and intentions link. The study also concluded that peer as well as superior influence significantly influenced intentions indirectly. Family influence was not studied by Taylor and Todd (1995) but it played a significant role in explaining telecommuter intentions.

Facilitating Conditions → Intentions (hypothesis H10)

Support was found for hypothesis H10 that states a positive relationship between facilitating conditions and intentions. It turns out that having certain conditions present can influence telecommuters' intentions. Specifically, the survey asked about the personal ability to carry out telecommuting as well as the level of control over such a work arrangement. The results point out that being able and in control of telecommuting influences the level of intentions to telecommute. The higher the level of control over the telecommuting the stronger was the intentions. Facilitating conditions on the other hand, was found to be influenced by support (evidence in H11), work space (evidence in H12) and efficacy (evidence in H14). Therefore, having the proper technical and logistic support for telecommuting is essential in increasing the level of control the telecommuter feels which ultimately affects his/her intentions to telecommute. Further, the availability of a suitable work space environment also has a significant influence on the degree of control over telecommuting and intentions. Finally, the degree of efficacy was also found linked to facilitating conditions. A telecommuter must feel confident and comfortable in operating the various software and hardware required to telecommute.

To my surprise the technology construct was found to be insignificant in influencing facilitating conditions. Previous research conducted by Taylor and Todd (1995) failed to find such a relationship between technology and facilitating conditions. Research conducted by Taylor and Todd (1995) found a link between perceived behavioral control (similar to facilitating conditions in BAM) and intentions. The study also found that self-efficacy and resource facilitating conditions influenced perceived

behavioral control.

9.3 Limitations

Several limitations arise from this study that should be considered for future research. First, the size of the sample (101) used for analysis is considered small albeit PLS's ability to deal with small samples. A larger sample size would increase the level of confidence in the results. The use of PLS to run the analysis was considered appropriate due to the infancy of the underlying theories of the BAM. As the model is developed further, I suggest using more advanced confirmatory statistical techniques such as LISREL to put BAM under more rigid testing.

A second limitation is related to the generalizability of the results. Since the respondents had a choice of responding or not then there is a greater chance of a bias. Only people who were interested in telecommuting responded and thus the sample might not be a true representation of the population. Also, it is unclear how the model would be applied to potential employees who are considering telecommuting. This avenue of research would be most interesting to undertake in the future. Identifying the factors that influence a worker to telecommute could be very beneficial to managers interested in promoting telecommuting in the office.

A third limitation of this research is the measuring instrument used. As with many surveys, many questions arise about the discriminant and construct validity of the items. As a first step the measuring instrument was considered appropriate, but as the theory is refined more valid measures should be used.

10. CONCLUSION

In conclusion this study was successful in developing a framework to explain and explore telecommuting intentions. A theoretical model called the Behavioral Adjustment Model (BAM), which is based on four sound theories of behavior, was tested in an information technology setting. The model was successful in explaining 39% of the variance in intentions. Specifically, the findings showed that perceived consequences, social factors and facilitating conditions had a significant positive effect on current telecommuters intentions. There was no evidence that supported the effect of affect on current telecommuter intentions. Furthermore, social factors were influenced by peer, superior and family influence in a positive manner. Finally, facilitating condition was found to be influenced by efficacy, support and workspace.

This research fulfilled its main objective which is to put forth a theoretical model that explains the intentions of current telecommuters. The research managed to link the various constructs that influence intentions which is the main predictor of actual behavior. The BAM could prove very helpful in demystifying telecommuting and it provides a springboard for future research on telecommuters. Because the model is large and includes many variables it provides various avenues of research opportunities that would ultimately shape and strengthen the BAM. The importance of having a sound theoretical model is extremely valuable and it provides a starting point for interested researchers.

Practitioners in the field of telecommuting can benefit greatly from the BAM.

Once intentions of telecommuters is understood various experiments could be set up to influence those intentions which ultimately controls the actual usage of telecommuting. For example, by understanding the link between family and peer influence on social factors and intentions one could manipulate those factors to increase intentions. A manager who understands that such a link exists could provide training or support groups for family members that will prove helpful in increasing the employees intention to telecommute. BAM increases the confidence of managers that want to have a sense of control over the telecommuting behavior.

The BAM model is still in its infancy stage and much work is to be done on it to improve it and refine it. This research opened up many areas of exploration to interested information technology researchers. Possible future research could include applying the BAM on a larger scale, since the sample size used in this research was small.

Another research opportunity that is worth exploring is carrying out a longitudinal study to track the changes in levels of intentions along with actual telecommuting frequency. The model included a intentions – future behavior link which was not studied in this research but could be used in the aforementioned research. It would be interesting to see how telecommuters actually change their behavior given the different levels of intentions.

The perceived consequences construct could be explored further to include antecedent variables such as; economic benefits, productivity, quality of life and career

development. Those variables were identified in previous research (Khalifa and Etezadi, 1997) and they seem to have an affect on perceived consequence of carrying out a behavior.

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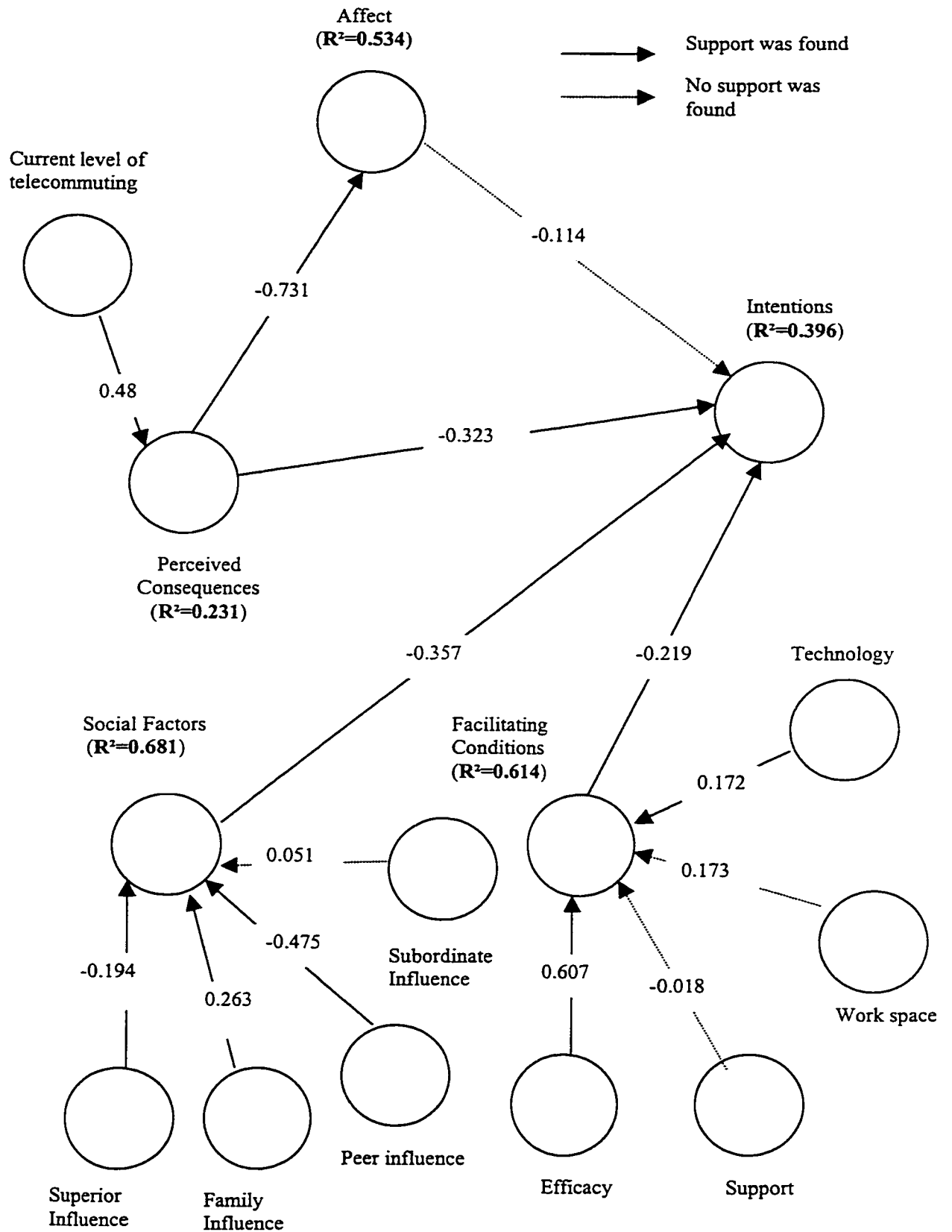
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12. APPENDIX A



13. APPENDIX B

Measure	Number of items	Guttman's Lower Bound
Behavioral Intentions	3	0.91
Perceived Behavioral Control	3	0.85
Attitude	4	0.85
Subjective Norm	2	0.88
Perceived Usefulness	4	0.68
Ease of Use	3	0.71
Compatibility	3	0.82
Peer Influences	2	0.92
Superior Influences	2	0.80
Technology Facilitating Conditions	3	0.78
Resource Facilitating Conditions	3	0.50 *
Self Efficacy	3	0.78

Taylor and Todd (1995) item measurement reliabilities

* Item not used in this study

14. APPENDIX C (Survey Instruments)

14.1 English Survey

The purpose of this questionnaire is to explore the perceptions of current telecommuters concerning the effects of such work arrangement on a number of factors. This research would provide valuable information to potential telecommuters, as well as to companies considering the adoption of telecommuting programs.

Telecommuting/Teleworking in a nutshell is about moving the work to the workers instead of moving the workers to work. Typically, a telecommuter would perform part of his/her job remotely instead of doing it in the office. This is usually achieved using the Internet, e-mail or fax.

The questionnaire is divided into a number of sections. A) Demographics
B) Current Behavior/Allowable Behavior C) Intentions D) Perceived Effects/Attitude.

Your response to this questionnaire will be kept completely confidential and will be used for research purposes only. The survey will take approximately 15 minutes to complete, and it is important for our research that you complete all questions.

If you are interested in the results of this survey, we will be happy to send you a report. Please do not hesitate to contact us regarding this matter. Thank you for your time in advance, and feel free to contact us if you have any questions or remarks.

Sincerely yours,

Imad Al-Abed (M.Sc. candidate)
Mohamed Khalifa, Ph.D.

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Please tick the appropriate box to indicate your answer

Section A: Demographics

1. Gender: *Male* *Female*

2. What is your age group?

Less than 30 *30 - 40* *40 - 50* *Over 50*

3. What is your marital status?

Married *Single* *Other*

4. Please indicate the number of dependents living in your household _____

5. What industry sector do you work in?

Manufacturing *Government* *Service* *Other*

6. What is your total daily commuting time? (*To and from the office*)

Less than 10 minutes
 10 – 30 minutes
 30 – 50 minutes
 Over 50 minutes

7. Does your company have a formal telecommuting program?

Yes *No*

8. What is your job function at your company?

Manager/Supervisor *Non-manager/Non-supervisor*

Please tick the appropriate box to specify the option that reflects best your answer

Section B: Current Behavior/Allowable Behavior

1. On average, <u>I am currently</u> performing the following proportion of my job remotely	Zero %	Less than 10%	≥ 10% < 20%	≥ 20% < 30%	≥ 30% < 40%	≥ 40% < 50%	≥ 50% < 60%	≥ 60% < 70%	More than 70%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. On average, <u>I am currently</u> telecommuting according to the following frequency (number of days per week)	Zero days	Less than 1 day	≥ 1 day < 2 days	≥ 2 days < 3 days	≥ 3 days < 4 days	≥ 4 days < 5 days	≥ 5 days	More than 5 days	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. <u>I am allowed</u> to perform the following <u>maximum</u> proportion of my job remotely	Zero %	Less than 10%	≥ 10% < 20%	≥ 20% < 30%	≥ 30% < 40%	≥ 40% < 50%	≥ 50% < 60%	≥ 60% < 70%	More than 70%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. <u>I am allowed</u> to telecommute according to the following <u>maximum</u> frequency (number of days per week)	Zero days	Less than 1 day	≥ 1 day < 2 days	≥ 2 days < 3 days	≥ 3 days < 4 days	≥ 4 days < 5 days	≥ 5 days	More than 5 days	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section C: Your Intentions

1. On average, <u>I intend</u> to perform the following proportion of my job remotely this year	Zero %	Less than 10%	≥ 10% < 30%	≥ 30% < 50%	≥ 50% < 70%	≥ 70% < 90%	More than 90%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. On average, <u>I intend</u> to telecommute according to the following frequency (number of days per week) this year	Zero days	Less than 1 day	≥ 1 day < 2 days	≥ 2 days < 3 days	≥ 3 days < 4 days	≥ 4 days < 5 days	More than 5 days
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Perceived Effects/Attitude

1. I am more productive with telecommuting than without telecommuting	Strongly Agree	Agree	Slightly Agree	Indifferent	Slightly Disagree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. People who influence my behavior think that I should telecommute	Strongly Agree	Agree	Slightly Agree	Indifferent	Slightly Disagree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Telecommuting helps my career	Strongly Agree	Agree	Slightly Agree	Indifferent	Slightly Disagree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Telecommuting has improved the quality of my social life	Strongly Agree	Agree	Slightly Agree	Indifferent	Slightly Disagree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My remote work facility is appropriate	Strongly Agree	Agree	Slightly Agree	Indifferent	Slightly Disagree	Disagree	Strongly Disagree
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. The advantages of telecommuting outweigh the disadvantages	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
7. A work arrangement with more advantages than disadvantages is	<input type="checkbox"/> <i>Very Bad</i>	<input type="checkbox"/> <i>Bad</i>	<input type="checkbox"/> <i>Slightly Bad</i>	<input type="checkbox"/> <i>Neither Bad Nor Good</i>	<input type="checkbox"/> <i>Slightly Good</i>	<input type="checkbox"/> <i>Good</i>	<input type="checkbox"/> <i>Very Good</i>
8. Telecommuting has improved the quality of my work life	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
9. My career development is positively affected by telecommuting	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
10. Telecommuting has improved the quality of my family life	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
11. I have access to the appropriate Hardware/Software for telecommuting	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
12. People who are important to me think that I should telecommute	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
13. Telecommuting improves my career advancement	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
14. I would be able to use teleworking technology even if there was no one around to show me how	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
15. I am able to telecommute without help	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
16. My friends think that I should telecommute	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
17. Generally speaking, I want to do what my friends think I should do	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
18. Telecommuting is	<input type="checkbox"/> <i>Very Foolish</i>	<input type="checkbox"/> <i>Foolish</i>	<input type="checkbox"/> <i>Slightly Foolish</i>	<input type="checkbox"/> <i>Neither Foolish nor Wise</i>	<input type="checkbox"/> <i>Slightly Wise</i>	<input type="checkbox"/> <i>Wise</i>	<input type="checkbox"/> <i>Very Wise</i>
19. My subordinates think that I should telecommute	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
20. Generally speaking, I want to do what my subordinates think I should do	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
21. Telecommuting is beneficial to me	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
22. A work arrangement that is of benefit to me is	<input type="checkbox"/> <i>Very Bad</i>	<input type="checkbox"/> <i>Bad</i>	<input type="checkbox"/> <i>Slightly Bad</i>	<input type="checkbox"/> <i>Neither Bad Nor Good</i>	<input type="checkbox"/> <i>Slightly Good</i>	<input type="checkbox"/> <i>Good</i>	<input type="checkbox"/> <i>Very Good</i>
23. Telecommuting has effectively improved my work productivity	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
24. I will have to telecommute because my family encourages it	<input type="checkbox"/> <i>Strongly Agree</i>	<input type="checkbox"/> <i>Agree</i>	<input type="checkbox"/> <i>Slightly Agree</i>	<input type="checkbox"/> <i>Indifferent</i>	<input type="checkbox"/> <i>Slightly Disagree</i>	<input type="checkbox"/> <i>Disagree</i>	<input type="checkbox"/> <i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Generally speaking, I want to do what my family thinks I should do	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
26. My boss/superior thinks that I should telecommute	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
27. Generally speaking, I want to do what my boss/superior thinks I should do	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
28. I can easily operate any of the equipment/software required for teleworking on my own	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
29. My colleagues think that I should telecommute	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
30. Generally speaking, I want to do what my colleagues think I should do	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
31. Overall, telecommuting is advantageous	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
32. A work arrangement that is advantageous is	<input type="radio"/> <i>Very Bad</i>	<input type="radio"/> <i>Bad</i>	<input type="radio"/> <i>Slightly Bad</i>	<input type="radio"/> <i>Neither Bad Nor Good</i>	<input type="radio"/> <i>Slightly Good</i>	<input type="radio"/> <i>Good</i>	<input type="radio"/> <i>Very Good</i>
33. The technical and logistic support for telecommuting provided to me are appropriate	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
34. My family thinks that I should telecommute	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
35. Telecommuting is	<input type="radio"/> <i>Very Bad</i>	<input type="radio"/> <i>Bad</i>	<input type="radio"/> <i>Slightly Bad</i>	<input type="radio"/> <i>Neither Bad Nor Good</i>	<input type="radio"/> <i>Slightly Good</i>	<input type="radio"/> <i>Good</i>	<input type="radio"/> <i>Very Good</i>
36. I have the resources <i>and</i> the knowledge <i>and</i> the ability to telecommute effectively	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
37. The overall support for telecommuting available to me is suitable	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
38. My overall productivity increased because of telecommuting	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
39. For me, the economic benefits of telecommuting outweigh its costs	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
40. I will have to telecommute because my subordinates encourage it	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
41. Telecommuting is economically beneficial to me	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
42. I have a suitable remote work environment	<input type="radio"/> <i>Strongly Agree</i>	<input type="radio"/> <i>Agree</i>	<input type="radio"/> <i>Slightly Agree</i>	<input type="radio"/> <i>Indifferent</i>	<input type="radio"/> <i>Slightly Disagree</i>	<input type="radio"/> <i>Disagree</i>	<input type="radio"/> <i>Strongly Disagree</i>
43. Telecommuting is	<input type="radio"/> <i>Very Unpleasant</i>	<input type="radio"/> <i>Unpleasant</i>	<input type="radio"/> <i>Slightly Unpleasant</i>	<input type="radio"/> <i>Neither Unpleasant Nor Pleasant</i>	<input type="radio"/> <i>Slightly Pleasant</i>	<input type="radio"/> <i>Pleasant</i>	<input type="radio"/> <i>Very Pleasant</i>

44. Telecommuting has effectively reduced my expenses	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I will have to telecommute because my boss/superiors encourage it	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Telecommuting is entirely within my control	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I have access to the appropriate technology for telecommuting	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. I feel comfortable using teleworking technology on my own	<i>Strongly Agree</i>	<i>Agree</i>	<i>Slightly Agree</i>	<i>Indifferent</i>	<i>Slightly Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tick the appropriate box to indicate the degree of importance of the following factors

49. The appropriateness of the remote work facility is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Having access to the appropriate hardware/software for telecommuting is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. For me, being able to use teleworking technology even if there is no one around to show me how to use it is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. For me, being able to easily operate teleworking equipment/software on my own is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Providing me with an appropriate technical and logistic support for telecommuting is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The suitability of the overall support for telecommuting available to me is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Having a suitable remote work environment is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Having access to appropriate technology for telecommuting is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57: For me, feeling comfortable using teleworking technology is	<i>Unimportant</i>	<i>Slightly Important</i>	<i>Important</i>	<i>Very Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Please return this questionnaire in the provided stamped envelope within 2 weeks
If you are willing to participate in a follow-up study, please indicate your name and address**

Name: _____

Address: _____

Thank you for your participation

14.2 French Survey

Ce questionnaire a pour but d'explorer les perceptions des télétravailleurs actuels en ce qui concerne les effets de ce type de travail sur certains facteurs. Les résultats de cette recherche pourraient être bénéfiques aussi bien, pour les télétravailleurs potentiels que pour les companies considerant l'adoption de programmes de télétravail.

En bref, le télétravail consiste à déplacer le travail aux travailleurs au lieu de déplacer les travailleurs à leurs postes de travail. Typiquement, un télétravailleur fait une partie de son travail à l'extérieur de son bureau. Ceci peut être accompli en utilisant l'internet, le Courrier électronique, ou le télécopieur.

Le questionnaire comporte plusieurs sections. A) Les Données Démographiques B) Le Comportement Actuel/Le comportement Permis C) Les Intentions D) Effets Perçus/Attitude.

Les informations que vous nous offrez dans ce questionnaire seront confidentielles et seront utilisées uniquement pour répondre aux besoins de cette recherche. Le temps nécessaire pour compléter cette enquête est d'environ 15 minutes. Toutes les questions sans exception doivent être complétées pour assurer la validité des résultats.

Si vous êtes intéressés par les résultats de cette recherche, nous serons heureux de vous envoyer un rapport des résultats. N'hésitez pas à nous contacter pour avoir plus d'informations à ce sujet. Nous vous remercions infiniment pour votre collaboration et vous prions de bien vouloir nous contacter pour nous signaler vos remarques et suggestions.

Sincèrement Votre,

Imad Al-Abed, (Candidat en M.Sc.)
Mohamed Khalifa, Ph.D.

Adresse:

Telecommuting Survey
Dr. Mohamed Khalifa
Concordia University
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1455 de Maisonneuve Blvd. West
Montreal (Quebec) H3G 1M8

e-mail: Imado@vax2.concordia.ca

Veillez cocher le rectangle approprié pour indiquer votre reponse

Section A: Demographie

1. Sexe: *Masculin* *Féminin*

2. Quelle est votre catégorie d'âge?

Moins de 30 *30 - 40* *40 - 50* *Plus que 50*

3. Quel est votre état civil?

Marrié(e) *Célibataire* *Autre*

4. Veuillez indiquer le nombre de dépendants qui vivent dans votre foyer _____

5. Dans quel secteur d'industrie travaillez vous?

Manufacture *Gouvernement* *Service* *Autre*

6. Quel est votre temps quotidien de déplacement total? (*pour-aller et revenir du travail*)

Moins de 10 minutes
 10 - 30 minutes
 30 - 50 minutes
 Plus que 50 minutes

7. Est-ce-que votre société possède un programme formel de télétravail?

Oui *Non*

8. Quelle est votre fonction au sein de votre entreprise?

Gestionnaire/Superviseur *Non Gestionnaire/Non Superviseur*

Veillez cocher le rectangle approprié pour indiquer l'option qui reflète le mieux votre réponse

Section B: Comportement Actuel/Comportement Permis

1: <u>Actuellement</u> , je réalise en moyenne la part suivante de mon travail à l'extérieur de mon bureau	Zéro %	Moins Que 10%	≥ 10% - < 20%	≥ 20% - < 30%	≥ 30% - < 40%	≥ 40% - < 50%	≥ 50% - < 60%	≥ 60% - < 70%	Plus Que 70%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2: <u>Actuellement</u> , la fréquence moyenne du télétravail que j'effectue (nombre de jours par semaine) est	Zéro Jours	Moins d'un Jour	≥ 1 jour - < 2 Jours	≥ 2 Jours - < 3 Jours	≥ 3 Jours - < 4 Jours	≥ 4 Jours - < 5 Jours	Plus Que 5 Jour		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3: Le part <u>maximale</u> de travail qu'on <u>me permet</u> d'effectuer loin de mon bureau est	Zéro %	Moins Que 10%	≥ 10% - < 20%	≥ 20% - < 30%	≥ 30% - < 40%	≥ 40% - < 50%	≥ 50% - < 60%	≥ 60% - < 70%	Plus Que 70%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4: La fréquence <u>maximale</u> (nombre de jours par semaine) de télétravail qu'on <u>me permet</u> de réaliser est	Zéro Jours	Moins d'un Jour	≥ 1 jour - < 2 Jours	≥ 2 Jours - < 3 Jours	≥ 3 Jours - < 4 Jours	≥ 4 Jours - < 5 Jours	Plus Que 5 Jour		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: Vos Intentions

1. En moyenne, j'ai l'intention d'effectuer la partie suivante de mon travail loin de mon bureau cette année	Zéro %	Moins Que 10%	≥ 10% - < 20%	≥ 20% - < 30%	≥ 30% - < 40%	≥ 40% - < 50%	≥ 50% - < 60%	≥ 60% - < 70%	Plus Que 70%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. En moyenne, j'ai l'intention de télétravailler à la fréquence suivante (nombre de jours par semaine) cette année	Zéro Jours	Moins d'un Jour	≥ 1 jour - < 2 Jours	≥ 2 Jours - < 3 Jours	≥ 3 Jours - < 4 Jours	≥ 4 Jours - < 5 Jours	Plus Que 5 Jours		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Effets Perçus/Attitude

1. Je suis plus productif (ve) avec le télétravail que sans le télétravail	Fortement En Accord	D'accord	Légèrement En Accord	Neutre	Légèrement En Désaccord	En Désaccord	Fortement En Désaccord
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Les personnes qui ont une influence sur moi (mon comportement) pensent que je devrais télétravailler	Fortement En Accord	D'accord	Légèrement En Accord	Neutre	Légèrement En Désaccord	En Désaccord	Fortement En Désaccord
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Le télétravail aide ma carrière	Fortement En Accord	D'accord	Légèrement En Accord	Neutre	Légèrement En Désaccord	En Désaccord	Fortement En Désaccord
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Le télétravail a amélioré la qualité de ma vie sociale	Fortement En Accord	D'accord	Légèrement En Accord	Neutre	Légèrement En Désaccord	En Désaccord	Fortement En Désaccord
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Mes équipements/aménagements de télétravail sont appropriés	Fortement En Accord	D'accord	Légèrement En Accord	Neutre	Légèrement En Désaccord	En Désaccord	Fortement En Désaccord
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Les avantages du télétravail surpassent ses inconvénients	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Un mode de travail qui a plus d'avantages que d'inconvénients est	<i>Très Mauvais</i>	<i>Mauvais</i>	<i>Assez Mauvais</i>	<i>Neutre</i>	<i>Assez Bon</i>	<i>Bon</i>	<i>Très Bon</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Le télétravail a amélioré la qualité de ma vie professionnelle	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Le télétravail influence positivement le développement de ma carrière	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Le télétravail a amélioré la qualité de ma vie familiale (ou vie de famille)	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. J'ai accès aux matériels (équipements)/ logiciels appropriés au télétravail	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Les personnes qui me sont chères pensent que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Le télétravail améliore le progrès de ma carrière	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Je serais capable d'utiliser les technologies du télétravail même si il n'y a personne aux alentours pour m'aider	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Je suis capable de télétravailler sans aide	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Mes amis pensent que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. D'une façon générale, j'aime faire ce que mes amis croient qu'il faut que je fasse	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Le télétravail est	<i>Très Stupide</i>	<i>Stupide</i>	<i>Assez Stupide</i>	<i>Neutre</i>	<i>Assez Sage</i>	<i>Sage</i>	<i>Très Sag</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Mes subordonnés pensent que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. D'une façon générale, j'aime faire ce que mes subordonnés croient qu'il faut que je fasse	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Le télétravail est bénéfique pour moi	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Un mode de travail qui n'est pas bénéfique pour moi est	<i>Très Mauvais</i>	<i>Mauvais</i>	<i>Assez Mauvais</i>	<i>Neutre</i>	<i>Assez Bon</i>	<i>Bon</i>	<i>Très Bon</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Le télétravail a amélioré ma productivité d'une manière efficace	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Je devrais télétravailler parce que ma famille m'encourage à le faire	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. De façon générale, j'aime faire ce que ma famille croit qu'il faut que je fasse	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Mon patron pense que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. D'une façon générale, j'aime faire ce que mon patron croit qu'il faut que je fasse	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Je peux facilement faire fonctionner (manipuler) les équipements/logiciels du télétravail tout(e) seul(e)	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Mes collègues pensent que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. D'une façon générale, j'aime faire ce que mes collègues croient qu'il faut que je fasse	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Généralement, le télétravail est avantageux	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Un mode de travail qui est avantageux est	<i>Très Mauvais</i>	<i>Mauvais</i>	<i>Assez Mauvais</i>	<i>Neutre</i>	<i>Assez Bon</i>	<i>Bon</i>	<i>Très Bon</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Le support technique et logistique qui m'est offert pour le télétravail est approprié	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Ma famille pense que je devrais télétravailler	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Le télétravail est	<i>Très Mauvais</i>	<i>Mauvais</i>	<i>Assez Mauvais</i>	<i>Neutre</i>	<i>Assez Bon</i>	<i>Bon</i>	<i>Très Bon</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. J'ai les ressources, le savoir et la capacité (pouvoir) de télétravailler efficacement	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Le support général qui m'est offert pour télétravailler est convenable	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Ma productivité générale a augmenté grâce au télétravail	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. A mon avis, les avantages économiques du télétravail surpassent ses coûts	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Je devrais télétravailler parce que mes subordonnés m'encouragent à le faire	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Le télétravail est économiquement bénéfique pour moi	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. J'ai un environnement convenable au télétravail	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Le télétravail est	<i>Très Désagréabl e</i>	<i>Désagréabl e</i>	<i>Peu Désagréabl e</i>	<i>Neutre</i>	<i>Assez Agréable</i>	<i>Agréable</i>	<i>Très Agréable</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Le télétravail a effectivement réduit mes dépenses	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Je devrais télétravailler parce que mon patron m'encourage à le faire	<i>Fortemen En Accord</i>	<i>D'accord</i>	<i>Légerement En Accord</i>	<i>Neutre</i>	<i>Légerement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. Est entièrement en mon contrôle	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. J'ai accès à la technologie appropriée au télétravail	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Je me sens à l'aise en utilisant les technologies de télétravail tout(e) seul(e)	<i>Fortement En Accord</i>	<i>D'accord</i>	<i>Légèrement En Accord</i>	<i>Neutre</i>	<i>Légèrement En Désaccord</i>	<i>En Désaccord</i>	<i>Fortemen En Désaccor</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Veillez cocher le rectangle approprié pour indiquer le degré d'importance des facteurs suivants

49. Avoir les équipements/aménagements appropriés au télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Avoir accès aux équipements/logiciels appropriés au télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Pour moi, être capable d'utiliser les technologies de télétravail même en l'absence d'aide est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. A mon avis, être capable d'utiliser facilement les équipements/logiciels du télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. M'offrir (M'assurer) un support technique et logistique approprié au télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. La "convenance" du support général qui m'est offert au télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Avoir un environnement convenable de télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Avoir accès à la technologie appropriée au télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. A mon avis, être à l'aise en utilisant les technologies de télétravail est	<i>Pas Important</i>	<i>Peu Important</i>	<i>Important</i>	<i>Très Important</i>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Veillez renvoyer ce questionnaire dans un délai de 2 semaines dans l'enveloppe timbrée

Si vous acceptez de participer dans le suivi de cette étude, veuillez indiquer votre nom et adresse

Nom: _____

Adresse: _____

Je vous remercie infiniment pour votre participation