

## 11. Conclusion

Finally from the surveys carried out and from the analysis of data collected both from the surveys as well as from other sources, an idea of the viability of teleworking in Sri Lanka has emerged.

From the survey data it is clear that a number of gains may be got from adopting telework in Sri Lanka. The number of hours people spend of the road, the amount of time and money spent and from the various benefits perceived as we can clearly see from the answers of the respondents, there does seem to be some measure of value which can be gained from it.

We will consider the initial objectives of this research which were about :

1. Identifying key factors to be considered in introducing telework in Sri Lanka.
2. Identifying strengths and weaknesses in Sri Lanka to support telework.
3. Finding out employee & employer perspectives toward teleworking.
4. Estimate measures of value through introducing telework.

As planned, factors which were thought to be key in assessing teleworking viability in Sri Lanka from the point of view of employers and employees were determined. (see section 5.1)

From various literature and background information particular strengths and weaknesses were identified as thought of by the author. (see section 7)

One of the main objectives of this research was of finding out potential employer and employee perspectives on telework and more importantly determining their willingness or unwillingness to adopt this concept which is more or less unheard of and not practiced in its entirety even by a handful of organization which do seem to have adopted it to an extent. This goal was reached mainly by the e-mail and telephone surveys carried out and proved to be seemingly successful in that quite a number of answers were gained and proved to be on the positive side – with most respondents replying in favour of telework rather than against it. (see sections 8.1 and 9.5) Although this research was only a preliminary survey and had only a small sample of people who might actually be potential teleworkers, it was encouraging to

3. Having equipment needed to Telework
- People having 100% requirements - 32%
  - 75 – 100% - 12%
  - 50 – 75% - 14%
  - 25 – 50% - 27%
  - 1 – 25% - 12%
  - 9% - 12%

4. Use telework if paid by employer

- Yes - 63
- No - 15


Use telework if NOT paid by employer

- Yes - 11
- No - 66

5. Potential Frequency of telework

- 2 days a week - 37%
- Once a week - 27%
- For a special project - 22%
- 3 days a week - 13%
- Once a fortnight - 1%

6. Nature of Respondents

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- By Gender
    - Male - 62% - 48
    - Female - 38% - 30
  - By Age
    - 20's - 28% - 22
    - 30's - 54% - 42
    - 40's - 9% - 7
    - 50's - 5% - 4
    - 60's - 4% - 3

7. Hometown

- outstation - 29% - 23
- suburbs - 61% - 47
- colombo - 10% - 8

(30% do not live in hometown – i.e. live in Colombo & suburbs during working days, 70% do and travel to work from there.)

8. Have a PC at home

- Yes - 65% - 51
- No - 35% - 27

9. Use of internet

- E-mail - 22%
- Information search - 20%
- Browsing - 20%
- News - 15%
- Online banking forums - 12%
- Forums - 7%
- Online shopping - 4%

10. Perceived Benefits

- Reduce traveling costs - 23%
- Flexible work patterns - 21%
- Less stress - 18%
- More free time - 15%
- Ability to concentrate - 13%
- Beneficial to health - 9%

11. Average Time traveling to & from work – 1.9 Hours

12. Average Distance traveled to work – 15.13 km

13. Average Expenses incurred on transport per month – Rs. 3,330

14. Respondents currently working from home – 40% - 31 responses

15. Average Home work Hours per week – 4.1 Hours

16. Average overtime hours per week – 6.18 Hours

17. Using a PC at work

- Yes - 92% - 71 responses
- No - 8% - 6 responses

18. Average no. of hours of PC usage a day – 5.85 hours

- more than 50% use a PC all day

19. PC Usage at work

- E-mail - 60 responses
- Word Processing - 52 responses
- Administrative - 42 responses

- Reading, Research, Planning, Typing / Data entry
- - 34 responses
- Data Management - 32 responses

20. Problem solving ability

- Sort it out by self - 60 responses
- Consult a colleague - 40 responses
- Consult boss - 32 responses
- Consult others - 2 responses

(Approximately 2/3 of respondents had positive weighted scores indicating positive for this factor)

21. Work Plannable

- Always - 2 responses
- Often - 24 responses
- Sometimes - 47 responses
- Never - 4 responses

(Most respondents can plan ahead some component of their work – 73 out of 78)

22. Preferred Communication mode

- telephone - 61 responses
- e-mail - 54 responses
- meeting person - 49 responses
- fax - 14 responses
- chat - 11 responses
- formal memo - 8 responses
- informal memo - 7 responses

(42% of respondents had telework compatible modes of communication, 8% were conventional methods unsuited to teleworkers)

23. Frequency of interaction

- The majority of respondents interacted frequently on a daily and weekly basis, but weighted scores showed a positive aspect of more than half of respondents being eligible for telework.

**11.1.2 Potential Telework Employer**

1. Nature of responses

- size of company

- Less than 10 employees - 5
- 10 – 50 employees - 14
- 50 – 100 employees - 4
- 100 – 500 employees - 1
- 500 – 1000 employees - 1

- More than 1000 employees - 5
- **no of PCs**
- almost half of respondents have one PC per 2 to 4 employees
- some have a PC almost for each employee
- some have none
- **expense for office space**
- ranging from Rs. 10,000 – 2 million

2. Staff work out of office

- Never - 12
- A few hours a day - 5
- A few hours a week - 10
- A few hours a month - 3

3. Allow Staff to telework

- No - 13% - 4
- Undecided - 30% - 9
- Yes, Occasionally - 47% - 14
- Yes, Regularly - 10% - 3

4. Perceived Benefits

- Round the clock availability of staff - 30% - 16
- higher employee satisfaction - 25% - 13
- improved productivity - 23% - 12
- retain staff - 10% - 5
- reduced costs - 10% - 5

5. Perceived Drawbacks

- employees being disciplined to telework - 16% - 17
- security concerns - 14% - 15
- problem in monitoring staff - 13% - 14
- difficult to measure performance - 13% - 14
- lack of controls - 12% - 13
- opposition from senior management - 10% - 11

6. Retired although capable

- None - 15
- A few - 12
- Several - 0

7. Resigned due to family commitments, inconvenient location of work

- None - 13
  - A few - 13
  - Several - 2
8. Is using part-time workers important to business strategy?
- Yes - 23% - 7
  - No - 77% - 23
9. Is cost reduction important to business strategy?
- Yes - 97% - 29
  - No - 3% - 1
10. Functional areas most suited to telework
- Reasearch - 26% - 12
  - IT - 20% - 9
  - Finance - 18% - 8
  - Sales - 16% - 7
  - Marketing - 9% - 4

## 11.2 Recommendations

From the results of this research it is evident that there is a potential for adoption of telework in Sri Lanka. This opportunity should be made use of to slowly introduce teleworking into the mainstream work environment.

### 11.2.1 Promotion

Telework cannot be introduced all of a sudden but must be made to seep into employees and employers' consciousness through different modes. Some ways in which this can be done are through

- Awareness programs
- Pilot telework programs carried out in chosen organizations
- Promotion of the concept in newspapers, television and other media
- Setting up institutes or research bodies which could initiate telework programs as well as provide information, guidance and maybe even consultancy services on the subject

It is not only institutes or specific organizations that need promote telework.

*Private sector companies* – can play an important role in formally adopting telework programs

*Universities and relevant institutions* – can play a supporting role by providing information and guidance on the subjects

*Individual companies* – can internally create a culture for teleworking where it is relevant to a business. Various management methods, procedures and controls may be tried out and adopted if found suitable.

But before telework emerges as an officially accepted form of working, several important aspects need to be seen to. The main areas to be addressed are in the challenges posed by what are seen as drawbacks to telework by both employees and employers. If telework is to be successfully introduced in Sri Lanka, these perceived shortcomings and obstacles have to be got rid of or lessened to a degree that they will not be considered seriously.

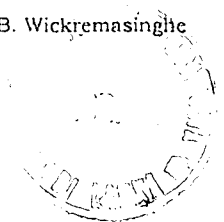
### 11.2.2 Technology & Infrastructure

As elaborated on in section 7, technology & infrastructure needs also have to be looked into to ensure proper communication channels and connectivity between relevant parties of a standard required for telework.

### 11.2.3 Employees

From an employees point of view there are not too many drawbacks other than the fact that an individual's job characteristics or their own traits or home environments may be unsuited to telework. Other than these factors much of an employee's reluctance to adopt telework may come from psychological factors such as

- Ignorance and therefore fear of adopting telework
- Perceived costs – which may or may not actually be present – and which may or may not be reimbursed by an employer
- Being unsure of how their work will be measured & monitored & therefore compensated



- And finally because of the cultural impact to the individual. Working from home or other than the workplace will have a host of differences which can be very discouraging to a potential teleworker if they feel that the environment they need to work in , and all the related paraphernalia of the workplace will not be present.

To address these issues a lot of human resources techniques will have to be employed. In addition to potential aptitude to telework, in certain cases attitudinal training will have to be given if individual's are to become potential teleworkers. It is in this aspect that awareness programs through telework promoting institutes as well as internal programs by HR departments of organizations will become useful.

#### ***11.2.4 Employers***

From the point of view of employers, there seem to be many challenges to face. Section 9.6.2 elaborates several of the more important of these where steps can be taken to minimize the drawbacks perceived from the following:

- **Lack of discipline of employees to telework**

This may be only a perception by an employer of their employees or it maybe factual. If it is indeed a problem, the employee(s) in question may actually not be suited to telework at all and must not be made to do so. This is a decision made at the discretion of the employer.

But on the other hand employer's too may have many misgivings about control and monitoring issues which may be the root cause of this. If so the various procedures and methods adopted in telework should be comprehensively made known to potential employers so that any doubts are addressed.

- **Security Concerns**

Most often these will be because of there being inadequate security infrastructure prevalent in most Sri Lankan companies to enable telework.

This would have to be addressed through adopting the proper technologies and infrastructure requirements as well as adopting relevant operational procedures and controls in order to create a climate conducive to telework.

- **Monitoring / Measuring Performance / Lack of Control**

This is also tied up with the above section in that similar actions will have to



be taken to ensure proper methods & controls are in place to enable telework

- o Opposition from Senior Management

This is one of the key factors which would dampen potential telework programs. While some senior management officials do consider practical aspects and are correct in being against promoting telework in their organizations, there are some who oppose it because of ignorance or lack of faith in the concept. Here too seminars and awareness programs will come in useful in an introductory manner. But more concrete evidence can be put forward if a few companies can adopt telework programs and prove it successful.

Finally it is important to emphasize that many countries around the world have already greatly benefited from telework. As technological and industrial trends change and innovate more and more organizations are becoming "net-centric" - structuring organizations around networks instead of buildings. (Pratt, 2003) We too in Sri Lanka can take advantage of this concept of Telework to create better & healthier work options for employees while providing benefits to employers too.



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To end, it is appropriate to reflect on the inspirational thoughts of Sirkka Heinonen :

"In the future, telework will be the natural way of working, because we'll be living in a mobile information technology society due to the changing kinds of jobs that grow along with the technology." And with declining prices of technology, along with advances that remove the technical glitches to mobile work, economic and technical obstacles will gradually disappear .

Sirkka Heinonen (Finland)

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## Appendix A - Operationalization

Concept	Variable	Indicator	Measure	
Employee Perspective	Demographic Factors	Age	Years	
		Gender	Nominal	
	Suitability of work/Job	PC use in office – No. of Hours	Hours	
		PC use in office - Type of PC usage	Nominal	
		Type of Job	Nominal	
		Ability to plan work	Ordinal	
		Interaction with Superiors / Subordinates / Colleagues / Others	Ordinal	
		No of meetings –formal / informal	Ordinal	
		Geographic	Distance from home to office	Km
			Hometown	Nominal
			Current location of home	Nominal
		Cost	Time to travel to office	Hours
	Cost to travel to office		Rupees	
	Ability of Individual to Telework	Cost to Telework – if employer Pays / Does not Pay	Yes /No	
		Self Discipline to Telework	Yes /No	
Problem solving capacity		Ordinal		
Mode of communication at work		Nominal		
Having necessary resources to	Computer literacy	Nominal		
	Level of comfort with internet	Nominal		
	Having necessary resources to	Nominal		



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Concept	Variable	Indicator	Measure	
Employers Perspective	telework	telework		
	Amount of Extra Work done currently	No. of hrs of work done at home	Hours	
	Willingness to Telework	No. of overtime hrs	Hours	
	Perception of Telework	Willingness to Telework	Willingness to Telework	Yes/No
		Perceived benefits	Perceived benefits	Nominal
	Demographic	Perceived drawbacks	Perceived drawbacks	Nominal
		Size of Company	Size of Company	Number
		Type of Business	Type of Business	Nominal
		PC usage	PC usage	Hours
	Suitability of employes	Amount of current out-of-office work	Ordinal	
Costs	Cost of office space	Cost of office space	Rupees	
	Importance of cost reduction	Importance of cost reduction	Nominal	
Perceptions about Telework	Perceived benefits	Perceived benefits	Nominal	
	Perceived drawbacks	Perceived drawbacks	Nominal	
Retention of staff	No. of retired but workable employees	No. of retired but workable employees	Number	
	No. of resignations due to family commitments, inconveniences	No. of resignations due to family commitments, inconveniences	Number	
Necessity of part time workers	Necessity of part time workers	Necessity of part time workers	Nominal	
Functional areas suited to telework	Functional areas suited to telework	Functional areas suited to telework	Nominal	

# Appendix B - Questionnaires

## Potential Telework Survey

### Employee Questionnaire

Please check the relevant answer(s) by putting the cursor over the box you want to mark, right click the mouse, and select "Properties." Under "Default value" in the dialog box mark "Checked."

1. How many hours a day do you spend traveling to and from work?
2. How far is your office from where you are staying? ..... km
3. How much do you spend each month on transport / travelling to and from office? Rs.
4. Do you ever work from home or take work home?
5. If Yes –for how many hours a week do you work at home ?
6. How many hours for a week (on average) do you work outside of regular office hours ?
7. Do you use a PC at work?
8. If yes, for how many hours (on average) a day?
9. If yes, for what purpose? (Mark as many as applicable)

<input type="checkbox"/> (a) Typing / Data entry	<input type="checkbox"/> (f) Research
<input type="checkbox"/> (b) Word processing	<input type="checkbox"/> (g) Data management
<input type="checkbox"/> (c) Computer programming or related	<input type="checkbox"/> (h) Sending/receiving e-mail
<input type="checkbox"/> (d) Administrative	<input type="checkbox"/> (i) Reading
<input type="checkbox"/> (e) Planning	<input type="checkbox"/> (j) Other (please specify):
10. Do you need any special equipment / environment / etc. to carry out your work? (please specify)
11. If you come across a problem at work, you generally

<input type="checkbox"/> (a) sort it out by yourself	<input type="checkbox"/> (c) need to consult your boss
<input type="checkbox"/> (b) need to consult a colleague(s)	<input type="checkbox"/> (d) other (please specify)
12. Can the type of work you do be planned or scheduled ahead?

<input type="checkbox"/> (a) Always	<input type="checkbox"/> (b) Often	<input type="checkbox"/> (c) Sometimes	<input type="checkbox"/> (d) Never
-------------------------------------	------------------------------------	--	------------------------------------
13. What is your most common way of communicating in office? (indicate order of priority : 1=highest )

<input type="checkbox"/> (a) meeting person(s)	<input type="checkbox"/> (e) informal memo (post-it etc)
<input type="checkbox"/> (b) telephone call	<input type="checkbox"/> (f) formal memo
<input type="checkbox"/> (c) fax	<input type="checkbox"/> (g) online Chat
<input type="checkbox"/> (d) e-mail	<input type="checkbox"/> (h) other (please specify)
14. How often do you report / communicate face to face with your

(a) Superiors :	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
(b) Subordinates :	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
(c) Colleagues :	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
(d) Others(customers, suppliers, etc):	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
15. How often do you attend meetings /conferences / discussions

(a) Formal :	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
(b) Informal :	several times an <input type="checkbox"/> hour <input type="checkbox"/> day <input type="checkbox"/> week <input type="checkbox"/> month
16. Would you consider working from home or from a tele centre near home if it was possible?

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Undecided
------------------------------	-----------------------------	------------------------------------

17. If no – Why do you think not?

18. If Yes - Can you work at home and be disciplined enough to properly maintain your work schedule?

19. What are the things you would need to work from home and which of them do you currently have?

	Need	Have
(a) Computer/terminal	<input type="checkbox"/>	<input type="checkbox"/>
(b) Printer	<input type="checkbox"/>	<input type="checkbox"/>
(c) Modem	<input type="checkbox"/>	<input type="checkbox"/>
(d) Desk, filing space, other furniture	<input type="checkbox"/>	<input type="checkbox"/>
(e) Phone line	<input type="checkbox"/>	<input type="checkbox"/>
(f) Fax machine	<input type="checkbox"/>	<input type="checkbox"/>
(h) Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

20. Would you work from or near home if equipment and/or usage connectivity – i.e. PC, phone bill, internet bill etc.

- (a) WAS paid by your employer  Yes  No  
(b) was NOT paid by your employer  Yes  No

21. If you had a choice how often would you like to telework ?

- (a) About once every 2 weeks  (d) Three days a week  
 (b) About once a week  (e) Occasionally for a special project  
 (c) Two days a week  (f) Other

22. (a) What line of business is your company in ?

(b) What is your designation or Job description ?

23. Gender  (a) Male  (b) Female

24. What is your age group ?

- (a) 20 's  (c) 50 's  (e) over 60  
 (b) 30 's  (d) 40 's

25. Where is your hometown ? (Please specify location)

- (a) Colombo  (b) Suburbs (Colombo District)  (c) Outstation

26. Where do you live currently ? (place where you travel to work from)

27. Do you have a PC at home?

28. Do you use e-mail/internet at home?

- (a) Often  (b) Sometimes  (c) Never

29. Do you use the internet for

- (a) browsing  (d) online banking  (g) news  
 (b) e-mail  (e) online shopping  
 (c) forums/groups  (f) information search

30. In which ways do you think telework may help you?

- (a) more free time  (d) greater ability to concentrate  (g) other (Please specify)  
 (b) less traveling costs  (e) flexible work patterns  
 (c) less stress / hassle  (f) more beneficial to health

All information given will be kept confidential. Thank you for your cooperation.





## Appendix C - Basic Statistics – Employee Survey

The following pages contain the basic statistics gathered from each set of data collected from each question in the Employee Questionnaires.

**TABLE A**

Basic Statistics from Raw Data		Time (Hours)		
<b>Measures of Central tendency</b>				
Mean	1.9046154	Median	2	
		Mode	2	
<b>Measures of Dispersion</b>				
	If the data is of a			
	Sample	Population		
Variance	1.08488232	1.07097357	Range	5
St. Dev.	1.04157684	1.03487853	IQR	1.875
<b>Higher Moments</b>				
	If the data is of a			
	Sample	Population		
Skewness	0.49810881	0.48847816		
(Relative) Kurtosis	-0.2068685	-0.2697939		
<b>Percentile and Percentile Rank Calculations</b>				
x	x-th Percentile	y	Percentile rank of y	
50	2	2.0	45	
80	3	3	75	
90	3	3	75	
<b>Quartiles</b>				
1st Quartile	1			
Median	2			
3rd Quartile	2.875	IQR	1.875	
<b>Other Statistics</b>				
Sum	148.56			
Size	78			
Maximum	5			
Minimum	0			
<b>Chebyshev's Theorem observation</b>				
Data points within	1.5	Std. Devns from mean	69	
		out of	78	
		which is	89.47%	
		Minimum predicted by Chebyshev's Theorem	55.56%	
		Minimum predicted by Empirical Rule	86.64%	

**TABLE B**

Basic Statistics from Raw Data

Distance

Measures of Central tendency			
Mean	15.178205	Median	12
		Mode	10

Measures of Dispersion			
	If the data is of a		
	Sample	Population	
Variance	98.6586747	97.3938199	Range
St. Dev.	9.93270732	9.86883072	IOR
			15.5

Higher Moments		
	If the data is of a	
	Sample	Population
Skewness	0.7035220	0.76739317
(Relative) Kurtosis	0.4621016	-0.5089559

Percentile and Percentile Rank Calculations				
	x	x-th Percentile	y	Percentile rank of y
	50	12	12.0	45
	80	25	25	76
	90	30	30	87

Quartiles		
1st Quartile	7.25	
Median	12	IOR 15.5
3rd Quartile	22.75	

Other Statistics	
Sum	1180
Size	78
Maximum	40
Minimum	0

Chebyshev's Theorem observation		
Data points within	1.5	Std. Devns from mean
		out of
		which is
Minimum predicted by Chebyshev's Theorem		55.56%
Minimum predicted by Empirical Rule		86.54%



**TABLE C**

**Basic Statistics from Raw Data**

Expense per month

Measures of Central tendency			
Mean	3202.1794	Median	2000
		Mode	2000

Measures of Dispersion			
	If the data is of a		
	Sample	Population	
Variance	12246019.9	12089019.6	Range
St. Dev.	3499.43136	3476.92675	IQR
			20000
			3187.5

Higher Moments		
	If the data is of a	
	Sample	Population
Skewness	2.22493668	2.18191899
(Relative) Kurtosis	6.62927672	6.13593249

Percentile and Percentile Rank Calculations				
	x	x-th Percentile	y	Percentile rank of y
	50	2000	2000.0	44
	80	5000	5000	77
	90	8000	8000	88

Quartiles		
1st Quartile	812.5	IQR
Median	2000	
3rd Quartile	4000	
		3187.5

Other Statistics	
Sum	249770
Size	78
Maximum	20000
Minimum	0

Chebyshev's Theorem observation		
Data points within	1.5	Std. Devns from mean
		72
		out of
		78
		which is
		92.31%
Minimum predicted by Chebyshev's Theorem		55.56%
Minimum predicted by Empirical Rule		86.64%

TABLE D

Basic Statistics from Raw Data

OT work Hours

Measures of Central tendency			
Mean	4.3589744	Median	3
		Mode	0

Measures of Dispersion			
	If the data is of a		
	Sample	Population	
Variance	19.7655678	19.5121631	Range
St. Dev.	4.44584837	4.41725741	IQR
			7.75

Higher Moments		
	If the data is of a	
	Sample	Population
Skewness	0.98005617	0.96110734
(Relative) Kurtosis	0.68746812	0.56823414

Percentile and Percentile Rank Calculations			
	x-th Percentile		Percentile rank of y
x		y	
50	3	3.0	45
80	8	8	75
90	10	10	81

Quartiles		
1st Quartile	0	
Median	3	IQR
3rd Quartile	7.75	7.75

Other Statistics	
Sum	340
Size	78
Maximum	20
Minimum	0

Chebyshev's Theorem observation		
Data points within	1.5	Std. Devns from mean
		out of
		which is
Minimum predicted by Chebyshev's Theorem		55.56%
Minimum predicted by Empirical Rule		86.64%

TABLE E

Sampling Distribution of Sample Mean  
 $\sigma$  known

Willing to telework - Employee

Population Distribution

Mean	Stdev
0.3718	0.83912

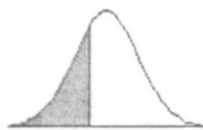
Is the population normal? Yes

Sample Size

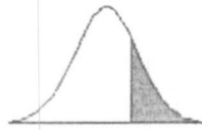
$n$  78

Sampling Distribution of X-bar

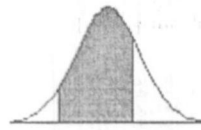
Mean	Stdev
0.3718	0.09501



$P(<x)$	$x$
0.0000	-1
0.0000	0
1.0000	1



$x$	$P(>x)$
-1	1.0000
0	1.0000
1	0.0000



$x_1$	$P(x_1 < X < x_2)$	$x_2$
0	1.0000	1
-1	0.0000	0

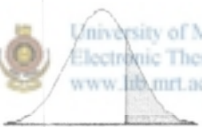
Inverse Calculations



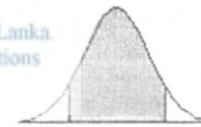
$P(<x)$	$x$
0.9	0.49



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$x$	$P(>x)$
0.25	0.9



$x_1$	$P(x_1 < X < x_2)$	$x_2$
0.12706	0.99	0.6165299
0.185575	0.95	0.5580153
0.215514	0.9	0.528076
0.002142	0.9999	0.7414483

# Appendix D - Regression Analysis – Employee

## TABLE F – Demographic Factors

Multiple Regression Results Willingness to Telework - Employee - Demographic

	0	1	2	3	4	5	6	7	8	9	10
Intercept											
b	-0.736	0.05309474	0.0116	-0.1919741	0.01941122	-4.5281E-05	0.039593612	0.003314	0.1038356	0.1227	
s(b)	0.57025	0.20143433	0.011	0.1671321	0.01723783	3.0041E-05	0.031453895	0.023633	0.0327292	0.1631	
t	-1.2908	0.26358338	1.0492	-1.1486368	1.12608218	-1.50728549	1.256782498	0.14022	3.1725709	0.7522	
p-value	0.2012	0.7929	0.2978	0.2547	0.2641	0.1364	0.2124	0.8889	0.0023	0.4545	
VIF		1.1475	1.3543	3.6224	3.5043	1.5211	1.1312	1.3195	1.3963	1.1607	

ANOVA Table

Source	SS	df	MS	F	F <sub>Critical</sub>	p-value
Regn	10.4148425	9	1.1672047	1.79644814	2.0207338	0.0848
Error	49.6031062	68	0.6441633			
Total	54.2179487	77				

s = 0.8025979  
R<sup>2</sup> = 0.1921  
Adjusted R<sup>2</sup> = 0.0851632

## TABLE G

Correlation matrix Willingness to Telework - Employee - Demographic

	1	2	3	4	5	6	7	8	9	10
	Gender	Age	Time	Dist	Exp	Home	OT	PC Hrs	Reside	
1	Gender	1.0000								
2	Age	0.0205	1.0000							
3	Time	0.1023	-0.1834	1.0000						
4	Dist	0.1874	0.0666	0.9257	1.0000					
5	Exp	0.1789	0.1711	0.1475	0.2115	1.0000				
6	Home	-0.0355	0.0418	0.1463	0.0341	0.0428	1.0000			
7	OT	0.0986	0.0928	0.1062	0.0689	0.4214	0.0905	1.0000		
8	PC Hrs	-0.1717	-0.4227	0.0353	-0.0408	0.0969	0.1343	0.2388	1.0000	
9	Reside	0.2022	0.0359	0.1832	0.1688	0.1863	-0.1201	0.1963	0.0424	1.0000
10	Willing	-0.0388	-0.0119	-0.0434	-0.0058	-0.0940	0.1607	0.0473	0.3386	0.0621

## TABLE H – Suitability Factors

Multiple Regression Results Willingness to Telework - Employee - suitability factors

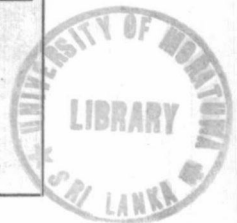
	0	1	2	3	4	5	6	7	8	9	10
Intercept											
b	-0.7391	0.10820959	0.0666	-0.0328176	0.00750231	0.03879256	0.244737024	0.0211	0.0029508		
s(b)	0.54895	0.05228481	0.0642	0.0536999	0.0677502	0.16308934	0.157394786	0.0257	0.0030337		
t	-1.3463	1.7373553	1.0373	-0.6111295	0.11068957	0.23785994	1.554924597	0.8884	0.972671		
p-value	0.1826	0.0868	0.3032	0.5431	0.9122	0.8127	0.1245	0.3774	0.3341		
VIF		2.0547	1.2359	2.1443	1.3045	1.2122	1.1079	1.0958	1.0624		

ANOVA Table

Source	SS	df	MS	F	F <sub>Critical</sub>	p-value
Regn	8.46719486	8	1.0583994	1.59624814	2.07570849	0.1420
Error	45.7507539	69	0.6630544			
Total	54.2179487	77				

s = 0.8142815  
R<sup>2</sup> = 0.1562  
Adjusted R<sup>2</sup> = 0.0583342



**TABLE I**

Correlation matrix

Willingness to Telework - Employee - suitability factors

		1	2	3	4	5	6	7	8	9	10
		Inet Use	benefits	PC uses	Prob solv	Plan	Comm	Interact	Needs		
1	Inet Use	1.0000									
2	benefits	0.3383	1.0000								
3	PC uses	0.6234	0.2932	1.0000							
4	Prob solv	0.0753	0.0654	0.4079	1.0000						
5	Plan	0.3201	0.2574	0.1760	0.0590	1.0000					
6	Comm	0.1531	-0.0721	0.0945	0.1068	0.2017	1.0000				
7	Interact	-0.2395	-0.1527	-0.2309	-0.1133	-0.0060	-0.0781	1.0000			
8	Needs	0.1891	0.1682	0.0317	-0.0769	0.1339	-0.0625	-0.0085	1.0000		
9										1.0000	
10											1.0000
Y	Willing	0.2925	0.1900	0.1179	0.0022	0.1640	0.1986	0.0234	0.1729		



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**TABLE J - Using the Solver - Employee - Suitability Factors**

Using the Solver

Willingness to Telework - Employee - Suitability

Unprotect the sheet before using the Solver

Regression Coefficients											
	$b_0$	$b_1$	$b_2$	$b_3$	$b_4$	$b_5$	$b_6$	$b_7$	$b_8$	$b_9$	$b_{10}$
	-0.537	0.118	-0	-0.08	0.078	0.219	0.111	0.018	0.003	0	0

Sl.No	Y	1	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	SSE
	willing		Inet Use	benefits	PC uses	Prob soln	Plan	Comm	Interact	Needs			Error
1	-1	1	2	3	6	3	1	0	12	100			-1.16438
2	-1	1	4	3	6	-2	1	0	16	33.3333			-0.88513
3	-1	1	3	3	3	-1	1	0	20	100			-1.36733
4	-1	1	2	2	4	2	1	1	15	40			-1.24192
5	-1	1	0	3	3	3	1	-1	13	33.3333			-0.88273

**TABLE K - Using the Solver - Employee - Demographic Factors**

Using the Solver

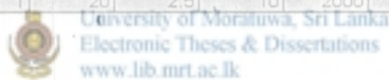
Willingness to Telework - Employee - Demographic

Unprotect the sheet before using the Solver

Regression Coefficients											
	$b_0$	$b_1$	$b_2$	$b_3$	$b_4$	$b_5$	$b_6$	$b_7$	$b_8$	$b_9$	$b_{10}$
	-0.759	0.239	0.009	-0.22	0.02	-0	0.038	-0	0.087	0.116	0

Sl.No	Y	1	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	SSE
	willing		Gender	Age	Time	Dist	Exp	Home	OT	PC hrs	Reside		Error
1	-1	1	1	30	4	35	8000	4	5	2	3		-0.73876
2	-1	1	1	20	2	16	500	2	2	8	2		-1.49809
3	-1	1	1	20	2.5	10	2000	3	0	2	2		-0.69938



**TABLE L - Using the Solver - Employer**

Using the Solver

Willingness to Telework - Employer

Unprotect the sheet before using the Solver

Regression Coefficients											
	$b_0$	$b_1$	$b_2$	$b_3$	$b_4$	$b_5$	$b_6$	$b_7$	$b_8$	$b_9$	$b_{10}$
	-0.217	0.157	0.538	0.126	-0.06	-0.28	0	0	0	0	0

Sl.No	Y	1	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	SSE
	willing		size	benefits	rawback	retired	resigned						Error
1	1	1	6	2	-3	0	1						-0.14326
2	0	1	4	0	0	0	1						-0.13037
3	1	1	1	2	-2	0	0						0.23567
4	1	1	2	1	0	0	0						0.36523

**TABLE M – Regression Analysis – Employee - Qualitative – Gender**

Multiple Regression Results

Willingness to Telework - Employee - Qualitative variable GENDER

	0	1	2	3	4	5	6	7	8	9	10
Intercept		Time	Dist	Exp	Gender						
b	0.51945	-0.1052045	0.0105	2.288E-05	-0.05525693						
s(b)	0.29558	0.16607793	0.0176	2.69E-05	0.20162143						
t	2.20504	-0.6334644	0.5972	0.79109	-0.27486075						
p-value	0.0306	0.5284	0.5522	0.4310	0.7842						
VIF	3.1508	3.2291	1.0769	1.0322							

ANOVA Table

Source	SS	df	MS	F	F <sub>Critical</sub>	p-value
Regn	0.83606295	4	0.2090157	0.26583008	2.49713139	0.8865
Error	53.9818058	73	0.7312587			
Total	54.2179487	77				

R<sup>2</sup> 0.0154 Adjusted R<sup>2</sup> -0.0385292

**TABLE N – Regression Analysis -Employee -Qualitative -Residence**

Multiple Regression Results

Willingness to Telework - Employee - Qualitative Variable - Residence

	0	1	2	3	4	5	6	7	8	9	10
Intercept		Time	Dist	Exp	Suburbs	Outstation					
b	0.22487	-0.132093	0.0114	2.743E-05	0.34497474	0.35806919					
s(b)	0.32931	0.16800496	0.0177	2.889E-05	0.33381752	0.3625799					
t	0.68285	-0.7862443	0.6459	0.9493	1.0334231	0.98976581					
p-value	0.4969	0.4343	0.5204	0.3456	0.3049	0.3256					
VIF	3.2272	3.2459	1.0775	2.6490	2.9182						

ANOVA Table

Source	SS	df	MS	F	F <sub>Critical</sub>	p-value
Regn	1.61382268	5	0.3227645	0.4412537	2.34182906	0.8173
Error	52.6041258	72	0.7306129			
Total	54.2179487	77				

Adjusted R<sup>2</sup> -0.0376119

**TABLE O – Regression Analysis - Employee - Qualitative – Plannability**

Multiple Regression Results

Willingness to Telework - Employee - Qualitative - Plannability of work

	0	1	2	3	4	5	6	7	8	9	10
Intercept		benefits	PC uses	Always	Often	Sometimes					
b	0.3499	0.07682942	0.0072	1.0375868	0.51546228	0.46920105					
s(b)	0.39191	0.05381511	0.0413	0.7241954	0.43390496	0.41442706					
t	-0.8927	1.20593779	0.1752	1.4327442	1.18796125	1.13216797					
p-value	0.3750	0.2326	0.8614	0.1563	0.2388	0.2613					
VIF	1.1568	1.1984	1.4597	4.4678	4.5920						

ANOVA Table

Source	SS	df	MS	F	F <sub>Critical</sub>	p-value
Regn	3.80393711	5	0.7607874	1.06712079	2.34182906	0.3749
Error	50.4121116	72	0.7001682			
Total	54.2179487	77				

R<sup>2</sup> 0.0702 Adjusted R<sup>2</sup> 0.0056254

