TELEWORK ESTABLISHMENT OBSTACLES AT ISLAMIC AZAD UNIVERSITY IN MAZANDARAN PROVINCE

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Abstract  
The population of this were 374 employees of the Islamic Azad University in Mazandaran Province. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 178 (where 85 were staffs, 57 managers and 48 experts) of these employees which have been selected through the simple random sampling method. The data collected by questionnaire. The Alpha coefficient of the entire questionnaire determined %87. For determination of normal distribution, K.S data techniques, t-Test single slot for hypothesize analysis, Friedman Variance Analysis Test, for grading the effective obstacles in telework establishment. The results of Friedman test made clear that, the technical obstacles are the main obstacles in telework establishment, while the economic, political, organizational, cultural and individual obstacles are respectively in the next steps.  
Key words: telework, organizational obstacles, cultural obstacles, technical obstacles, individual obstacles, economical obstacles and political obstacles.

INTRODUCTION  
The term of telework means is a kind of work in which the staffs do their job tasks in a place other than the usual location (Information Resources Management Association, 2011, 778). In recent years one of the innovative technologies that, has taken an extraordinary growth, in information technology and in internet is, the application of "telework" (Pe’rez, 2008, 83). The national project of "telework" is one of the administrative system policies that, in the way of execution, it is confronted with different obstacle and barrier factors, both in public and in private sectors. So it is better that, the establishment of telework can perform accurately and by using the experiences of the successful countries.  
Since in Iran, the telework phenomenon is almost new, there are no or less researches in this field. So the present study has been performed to study the telework project establishment obstacles at Islamic Azad University of Mazandaran Province. The effects of organizational, cultural, technical, individual and political obstacles in the establishment of telework project are considered as secondary objectives.  
In England the term "Telework" and in the United States of America the term "Telecommute" is used for this kind of work. It is a method of working which is independent of the geographic environment of the office or the company. Working in this method can be facilitated by having the computerized tools, telecommunication equipment’s and also the flexible management methods that are given by the organizations. Telework is a method for organizing the work, based on the time and place flexibility in doing the job by using the information technology capabilities (Sohrabi, 2003, 12). Telework staff is a person that do all

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or some of his/her own weekly work-hours, distant from the main office or organization, at home or other substituted working place (Ghanbary and Bakhtcho, 2011, 22).

Far away from its origin, the telework obstacles and problems can be divided in three general groups:

1. **Individual obstacles of telework**
   The main obstacles that are related to telework people are:
   - **Unavailability of suitable equipment’s**: telework staffs usually have access to suitable hardware and software equipment’s in their original or main office building, but perhaps in the period of telework, there will be no suitable equipment’s for them.
   - **Decreasing of social communication**: working in a place far and separate from other colleagues and staffs, and the unavailability of their support, may cause the isolation and recluse of the staff.
   - **Social isolation**: the main and great problem of telework is, making the isolation feeling in staffs (Madsen 2011, 145).
   - **Stress**: Unsuitable performing of telework may cause the stress feeling among the telework staffs (Ward and Shabha, 2001, 65).

2. **Organizational obstacles of telework**
   The main organizational obstacles are the following:
   - **Learning and knowledge-sharing**: telework staffs lost the opportunity of informal learning, and the interaction with their colleagues (Fonner and Rollof, 2010, 336).
   - **Efficiency assessment**: telework needs the managers to put away the traditional methods of efficiency control and assessment; they should assess their staff's function based on the output quality and suitability.
   - **Information security**: the information security and its preservation always were the main worries of the organizations. If there weren't any necessary expectation in the establishment of telework system, because of the insecurity and weakness of the communication networks, there would be the possibility of some risks in information and the organization life (Ghanbary and Bakhtcho, 2011, 149).
   - **The availability of the necessary hardware**: the weakness in preparing the necessary equipment, for the communication of managers and telework staffs is a deep structure problem of the telework (Raiborn and Butler, 2009, 89).
   - **The recognition of the skilled forces in telework**: the way of assessment and selection of staffs as teleworkers based on their personality, technical skills and the level of their commitment is very hard.
   - **The costs of the establishment and paving the way for telework**
   - **Organizational culture**: If the culture of an organization didn't adopt with telework, there would be main problems for the managers in establishment and efficiency of the telework system.
   - **Impossibility of doing some tasks in the form of telework**
   - **Support**: the support of the higher management is a vital factor in the succession of telework. The introduction and execution of telework needs the supporting of the high management of the organization. They can promote or stop telework project (Haines et al, 2002, 35-50).

3. **Social and economic obstacles of telework**
   - **Telework definition**: one of the main and global problems of telework is the unavailability of a unified definition (Baruch & Yuen, 2000). Vandeweyer, J. and Glorieux (2008):
     - **Gender**: the lack of, different acceptable roles for men in the society (Vandeweyer & Glorieux, 2008, 271).
- Life-style: the point that, there is no consideration on it is this, telework should be appropriate with the life condition of people (Pyoria, 2011, 386).
- Cultural aspect: culture should play a critical role in designing and execution of telework (Baruch & Yuen, 2000).
- Environmental obstacles: although some large companies around world, have the responsibility for preservation of the environment, but encouraging them for applying the telework is difficult (Rietveld, 2011, 146).
- Health and safety: employers are responsible for health and security in anyplace; they should prepare the suitable equipment.

In some states of the United States of America, the inspection of safety and health of the teleworkers home is lawful (Ng, 2010, 137).

Figure 1: Conceptual Model of the study

METHODOLOGY
The population of this were 374 employees of the Islamic Azad University in Mazandaran Province. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 178 (where 85 were staffs, 57 managers and 48 experts) of these employees which have been selected through the simple random sampling method. The data collected by questionnaire. We have used Cronbach’s Alpha Coefficient for the validity of the questionnaire. Alpha coefficient of the entire questionnaire determined %87. For determination of normal distribution, K.S data techniques, t-test single slot for hypothesize analysis, Friedman Variance Analysis Test, for grading the effective obstacles in telework establishment.

RESULTS AND CONCLUSION
The results of hypothesis analyzing by help of single slot t-Test in table 1 shows that, all the six obstacles (organizational, cultural, technical, individual, economic and political), have positive and meaningful effects in the establishment of telework project in Islamic Azad University of Mazandaran Province. Paying attention to the value of mean difference, which in fact is the standard deviation of the sample, shows the static value of (-3 μ), and so there is some positive in every variables, (μ > 3). Since in all the variables, the distance between high and low level is positive value, so with the high clear possibility (7.95), the standard deviation is greater than zero and it is positive. Finally, noticing to the value of t-test and the value of decision criteria, the meaningful relationship in all the six variables (0/00) is smaller than 0.05, which shows the efficiency of all the obstacles in the establishment of telework.

Table 1. T-test single slot – the effects of six obstacles of the telework project establishment

<table>
<thead>
<tr>
<th>The value of test = 3</th>
<th>Certain gap (95%)</th>
<th>Df</th>
<th>Meaningful level</th>
<th>T</th>
<th>Standard deviation</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>High level</td>
<td>Low level</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.76</td>
<td>0.62</td>
<td>178</td>
<td>0.000</td>
<td>18.25</td>
<td>0.67</td>
<td>3.65</td>
</tr>
<tr>
<td>0.71</td>
<td>0.54</td>
<td>178</td>
<td>0.000</td>
<td>13.74</td>
<td>0.59</td>
<td>3.59</td>
</tr>
<tr>
<td>1.29</td>
<td>1.10</td>
<td>178</td>
<td>0.000</td>
<td>21.12</td>
<td>1.13</td>
<td>4.11</td>
</tr>
</tbody>
</table>
From other point, the results of grade averages based on the Friedman Test (Table 2) shows that, the technical obstacle with the co efficiency of 4.87 is in the first, so it has the greatest effect on the establishment of telework. Economical obstacles with 3.92 co efficiency are the second, and with this respect individual obstacles with 2.40, are in the last (sixth) and so it has the least effects on the telework establishment.

Table 2. The results of Freedman Test grading in the establishment of telework project

<table>
<thead>
<tr>
<th>obstacles</th>
<th>Rate Mean</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>technical obstacles</td>
<td>4.11</td>
<td>1</td>
</tr>
<tr>
<td>economical obstacles</td>
<td>3.88</td>
<td>2</td>
</tr>
<tr>
<td>political obstacles</td>
<td>3.86</td>
<td>3</td>
</tr>
<tr>
<td>organizational obstacles</td>
<td>3.65</td>
<td>4</td>
</tr>
<tr>
<td>cultural obstacles</td>
<td>3.59</td>
<td>5</td>
</tr>
<tr>
<td>individual obstacles</td>
<td>3.42</td>
<td>6</td>
</tr>
</tbody>
</table>

Due to the results and consequences of the current study, the following suggestions are given, to decreasing of telework establishment obstacles.

1. Preparing the related equipment with information technology.
2. Compiling and giving the professional informing program in relation to telework.
3. Approving the special budget for the telework establishment in organizations.
4. Reviewing and changing the telework rules.
5. Having the information security policies for organization.
6. Paving the suitable way to establish the telework in organization.
7. Creating the culture for the recognition of telework project.

Resources