Chapter 26
Motivational Factors of Telework

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ABSTRACT

This chapter discusses telework as a motivational option for workers and employers. Telework can be performed as a supplemental or a full-time employment opportunity for local, regional, or global work. Teleworkers must be self-starters, able to work with minimal supervision, and in some cases, rely on technological communications for professional interactions. Teleworkers can enjoy flexibility for work and personal responsibilities while organizations can gain more satisfied and productive employees. An overview of telework’s motivational benefits, incentives, and organizational examples for both employees and management are identified.

INTRODUCTION

This chapter discusses telework as a motivational option for workers and employers. Telework can be performed as a supplemental or a full-time employment opportunity for local, regional or global work. Teleworkers must be self-starters, able to work with minimal supervision, and, in some cases, rely on technological communications for professional interactions. Teleworkers can enjoy flexibility for work and personal responsibilities (Greer & Payne, 2014) while organizations can gain more satisfied productive, employees (Bloom, 2014; Caillier, 2014). An overview of telework’s motivational benefits, incentives, and organizational examples for both employees and management are identified.

BACKGROUND

Telework is a growing method of employment with a variety of benefits. Telework enables work from anywhere, anytime through information communication technologies (ICT) (Garett & Danziger, 2006). A recent Gallup poll of 1011 adults in the U.S. shows a steady increase in telework, with a short term dip caused by the 2008 economic crash (see Figure 1) (Jones, 2015).

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Forbes analyzed 40,000 jobs posted on Flexjobs 2015 to create the Top 100 Companies for Remote Jobs list (See Appendix A). The 36% increase of listings from the previous year included jobs in IT, medical and health, sales, administration, customer service, education and training, and marketing (Shin, 2016). The variation of jobs permitting telework include full time, part time, contract and seasonal workers. Unexpected were some positions, such as Director of Community Advancement - full time, Physiotherapist - part time, Expert Wellness Coach - part time, and Vice President of Communications and Development - full time (FlexJobs, 2016). Other recently posted positions are listed in Table 1.

Many jobs can be a fit for telework which is considered one of those best practices that allows employees flexible options for improved work/life balance. For organizations, telework is a savvy strategic management plan (Kowalski & Swanson, 2005). Telework brings increased benefits to both the employer and the employee (see Table 2).

Table 1. May 2016 Listings (partial list)

<table>
<thead>
<tr>
<th>Position</th>
<th>Telecommute</th>
<th>Duties</th>
<th>Worker Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm Food Safety Manager</td>
<td>Full Time</td>
<td>Develop criteria for assurance &amp; assessment of farm practices to ensure food safety</td>
<td>Anywhere in US</td>
</tr>
<tr>
<td>Notary</td>
<td>Part Time</td>
<td>Reviewing, signing, &amp; notarizing documents</td>
<td>Must work in City or State specified</td>
</tr>
<tr>
<td>Production Assistant Multicultural Marketing</td>
<td>Freelance for Contract</td>
<td>US Latin American culture &amp; editing software knowledge</td>
<td>Must work in City or State specified</td>
</tr>
<tr>
<td>Assistant Architectural Historian</td>
<td>Seasonal</td>
<td>Supports projects through historical research</td>
<td>Must work in City or State specified</td>
</tr>
<tr>
<td>Managing Editor</td>
<td>Full Time</td>
<td>Manage city-level writers, perform researching, &amp; edit articles &amp; features</td>
<td>Anywhere in US</td>
</tr>
</tbody>
</table>

Source: FlexJobs, 2016
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