

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

العوامل المؤثرة في تطبيق نظم العمل عن بعد في فلسطين

دراسة حالة شركة عمل بلا حدود ومداد بقطاع غزة

**Influential Factors Affecting Applying Telework in Palestine,**

**Case Study: Work Without Borders & Medad Associations-Gaza Strip**

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**The Islamic University of Gaza**  
**Faculty of Commerce**  
**Business Administration Department**



# **Influential Factors Affecting Applying Telework in Palestine**

**Case study: Work without Borders and Medad Associations- Gaza Strip**

**دراسة العوامل المؤثرة على تطبيق العمل عن بعد في فلسطين**  
**دراسة حالة : شركة اعمل بلا حدود وشركة مداد - قطاع غزة**

**Thesis submitted in partial fulfillment of the requirements for the  
degree of master in Business Administration.**

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## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ نور فضل نعيم نعيم لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

العوامل المؤثرة في تطبيق نظم العمل عن بعد في فلسطين - دراسة حالة شركة  
عمل بلا حدود ومداد بقطاع غزة

**Influential Factors Affecting Applying Telework in Palestine,**

**Case Study: Work Without Borders & Medad Associations-Gaza Strip**

وبعد المناقشة العلنية التي تمت اليوم الأحد 30 ربيع ثاني 1435هـ، الموافق 2014/03/02م الساعة الواحدة والنصف ظهراً بمبنى اللحيان، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. وسيم إسماعيل الهابيل	مشرفاً ورئيساً	.....
د. أكرم إسماعيل سمور	مناقشاً داخلياً	.....
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وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. فؤاد علي العاجز  
٢٠١٤





﴿ قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا عَلَّمْتَنَا إِنَّكَ أَنْتَ الْعَلِيمُ الْحَكِيمُ ﴾

(آية 32، سورة البقرة)



## *Dedication*

*To my parents whose limitless love and encouragement helped me throughout my life, they motivated me to continue my education.*

*To the soul of my brother the martyr Anas Fadel Naim*

*My appreciation must go to my lovely husband whose prayers helped and supported me to carry out this work.*

*To my sweetheart daughter Dema*

*To my beloved sisters & brother Huda, Heba, Haneen & Hadi.*

*To my dear friends and colleagues who encouraged me to accomplish this research.*

*Researcher*  
*Nour Fadel Naim Naim*



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*All praise to Allah, the one to whom all dignity, honor, and glory are due, the unique with perfect attributes, who begets not, nor is he begotten. He has no equal but he is the Almighty Omnipotent. Peace and blessing of Allah be upon all the prophets and messengers, especially Mohammed, the last prophet and on all who follow him in righteousness until the Day of Judgment.*

*My gratitude is deeply paid to my supervisor Dr. Wasim Alhabil, for his generosity, guidance, advice, supervision, support and encouragement during the whole process of developing this research. My thanks are also due to my brothers and sisters.*

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*Finally, I am deeply grateful to my family, my parents, my husband, sisters and brother who have been the sources of strength and guidance. Thanks to them for always providing me with their care, attention and a never ending support.*

## ABSTRACT

This study aims to identify the influential factors that affect application of Telework in Palestine. The study examined the factors through five major variables, which are management of technology, social responsibility, nature of job, individual skills and organizational culture.

To fulfil the aim of the study, the researcher followed the statistical analytical approach. She used a questionnaire as a data collection tool. The study population was (53) persons working as teleworker in Work without Borders and Midad corporations, (50) questionnaires were recollected out of (53) questionnaires distributed. The collected questionnaires were analyzed by SPSS program for statistical analysis.

Analysis of the results showed, that telework in Palestine is affected by many major factors.

One of these major factors is the positive impact of effective management of technology and availability of advanced technology for telework. The presence of organizational culture supporting telework and the tendency to non-office work affects directly the application of telework in the institution. Although the nature of the job in terms of simplicity, complexity and dependence on technology required for achievement has a direct effect on telework. The study concluded that achievement of social responsibility by the telework institution and presence of adopting policies that support their social role, affect and is directly connected to the success of telework in Palestine. Finally, the study has shown that, individual skills and characteristics of telework employees affect the success of telework application in Palestine.

The study recommended enhancing culture of telework focusing on marginal groups and increase awareness about the importance of telework as a solution for unemployment in Gaza Strip. The study emphasised on the importance of finding solutions for technological problems and defective logistic services in Gaza Strip to enable local teleworkers to compete in the international market. Finally the study stressed on the need for conducting further studies about how telework institutions can work effectively in the current complex situation in Gaza Strip.

## ملخص الدراسة:

هدفت هذه الدراسة إلى تحديد العوامل التي تؤثر على تطبيق نظم العمل عن بعد في فلسطين . حيث تمت دراسة العوامل التي تؤثر على تطبيق العمل عن بعد من خلال خمسة متغيرات رئيسية وهي : إدارة التكنولوجيا ، المسؤولية الاجتماعية ، طبيعة الوظيفة ، المهارات الفردية و الثقافة التنظيمية. لتحقيق الهدف من هذه الدراسة ، اتبعت الباحثة المنهج الوصفي الإحصائي. حيث انها استخدمت الإستبانة كأداة لجمع البيانات من مجتمع الدراسة والذي يتكون من ( 53 ) موظف يعمل عن بعد في شركة اعمال بلا حدود وشركة مداد ، و قد تم تجميع ( 50 ) استبانة من أصل ( 53 ) ، حيث تم تحليل الاستبيانات التي تم جمعها بواسطة برنامج التحليل الإحصائي ( SPSS ) . أظهرت نتائج التحليل الاحصائي عدة نتائج أهمها أن العمل عن بعد في فلسطين يتأثر بشكل فعلي بالعديد من العوامل الرئيسية.

من هذه العوامل التي تؤثر على تطبيق العمل عن بعد هي الادارة الفعالة للتكنولوجيا وتوفر مستوى متطور وحديث من التكنولوجيا له أثر ايجابي على تطبيق العمل عن بعد. وأيضا وجود ثقافة تنظيمية تدعم العمل عن بعد وتدفع بالتوجه العام إلى العمل الغير مكتبي يؤثر تأثيرا مباشرا على تطبيق العمل عن بعد في المؤسسة . كما أن طبيعة الوظيفة نفسها من حيث البساطة أوالتعقيد ومدى اعتمادها على التكنولوجيا اللازمة لتحقيقها له تأثير مباشر على العمل عن بعد . ولقد خلصت الدراسة إلى أن تحقيق المسؤولية الاجتماعية من قبل المؤسسة التي تعمل في مجال العمل عن بعد مع توفر اعتماد رسمي داخل المؤسسة للسياسات التي تدعم دورها الاجتماعي ، تؤثر و ترتبط ارتباطا مباشرا في نجاح العمل عن بعد في فلسطين. أخيرا ، أظهرت الدراسة أن المهارات و الخصائص الفردية للموظفين العاملين عن بعد تؤثر على نجاح تطبيق العمل عن بعد في فلسطين.

أوصت الدراسة بتعزيز ثقافة العمل عن بعد مع التركيز على الفئات المهمشة وزيادة الوعي حول أهمية العمل عن بعد كحل لمشكلة البطالة في قطاع غزة. وقد أكدت الدراسة على أهمية إيجاد حلول للمشاكل التكنولوجية و الخدمات اللوجستية المتواضعة في قطاع غزة لتمكين العاملين عن بعد المحليين من المنافسة في السوق الدولية . وأخيرا أكدت الدراسة على أهمية صياغة دراسات متعمقة بموضوع العمل عن بعد و كيفية جعل المؤسسات العاملة عن بعد تعمل بشكل فعال في ظل الوضع المعقد الراهن في قطاع غزة.



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**Chapter One: Introduction**

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**CHAPTER OUTLINE**

1.1 Introduction

1.2 Problem Statement, Objectives

1.3 Hypothesis

1.4 Research Variables and Conceptual Framework

1.5 Variable and Term Definitions

1.6 Significance of the Study

## 1.1 Introduction:

According to study carried out by Ministry of Planning and Foreign Affairs (2012), Palestine continues to be required to “do more with less.” It faces some workforce related issue which includes many graduate students every year, less jobs, bad economic situation, and low alternatives. One way to combat these challenges is through the implementation of telework definition within Palestine agencies.

Recent changes in work and employment as well as the development of information and communication technologies (ICTs) have made it possible to work anywhere at any time (Taskina & Bridoux, 2010).

The past 30 years have seen a dramatic shift in the developed world from agriculture and industrial manufacturing to a service-based economy, where the value of ideas, information, expertise and insight equals or exceeds that of goods. (Microsoft Corporation, 2007).

Factors such as increasing workplace diversity, changing family forms, shifting motivational priorities, rapid advances in technology, and the rise of the knowledge worker have affected the structure of work, the nature of work, and work relationships. As a result, organizations are moving towards less traditional structures and work arrangements (Schweitzer& Duxbury, 2012).

Nowadays, the term “telework” is used more often to refer to employees who work away from the employer’s physical premises in any capacity and includes not only individuals who work from their own home but those who may work at other remote locations such as libraries, internet cafes, hotel rooms, client offices and even on trains and in automobiles (Mello, 2007).

Telecommuting a schedule in which employees conduct their work off-site for some portion of their core working hours. The location of work may be the employees’ home, satellite office, or some other location outside of the traditional office space (Hamilton, 2009).



This study is about a very important subject under the title: (the influential factors of successfully applying telework), a 2012 study by the Telework Research Network indicated that telework grew by 73 percent between 2005 and 2011, compared to 4.3 percent growth in the overall workforce. This spiked to 11.4 percent from 2008 to 2011 (MASIE, 2013).

This study begins with a brief review of the evolution of telework. Statistics and figures of unemployed graduates from Palestinian universities will be introduced in order to address the issues related to applying successful telework. Benefits & barriers of teleworkers will be discussed, the criteria of teleworkers and researcher will go on in the subject of influential factors of applying telework, and any of these factors have a greater impact on applying telework.

## **1.2 Problem Statement**

Teleworking is a work practice that entails remote working for at least some of the time. Common arrangements include work done at home or in the field, by teleworkers in a range of occupations. As such telework is one of the most radical departures from standard working conditions in the suite of flexible work practices now gaining widespread acceptance (Daniels, 2000).

Teleworking provides tangible benefits to organizations and users, and creates new opportunities for graduated people (Lister & Harnish, 2011).

The potential benefits of telecommuting are manifold and make it appealing to both employers and employees. Organizations can expect to see reduced overhead costs in maintaining a central work facility, improved work productivity, greater staffing flexibility, and better employee retention.

Telecommuters in turn can expect a better quality of life, more flexible work schedules, and reduced transportation costs and travel durations (Khaifa & Davidson, 2000).

Telework is an alternative work relationship with demonstrated positive benefits for individuals and society, yet it has not been implemented with enthusiasm by most organizations (Martin & MacDonnell, 2012).

Positive outcomes such as improved productivity, organizational loyalty and belonging, job satisfaction, and employee retention and attraction often top lists of teleworks advantages (Bailey & Kurland, 2002).

Telecommuting has the potential to benefit employers, employees, and society. Employee benefits may include a reduction in commuting time and stress, increased control over the work schedule, fewer office distractions, and reduced work-family conflicts (Egan & Kurland, 2013).

The above reasons motivate the researcher to study the influential factors of applying telework successfully. So this study attempts to answer the following question:

**"What are the factors which influence the application of telework system successfully?"**

### **1.3 Hypothesis**

To study the influential factors of applying telework successfully, the following hypotheses were constructed:

- 1- There is a significance effect between independent variables and application telework (at level of significance  $\alpha = 0.05$ ).

The following hypotheses stem from these hypotheses:

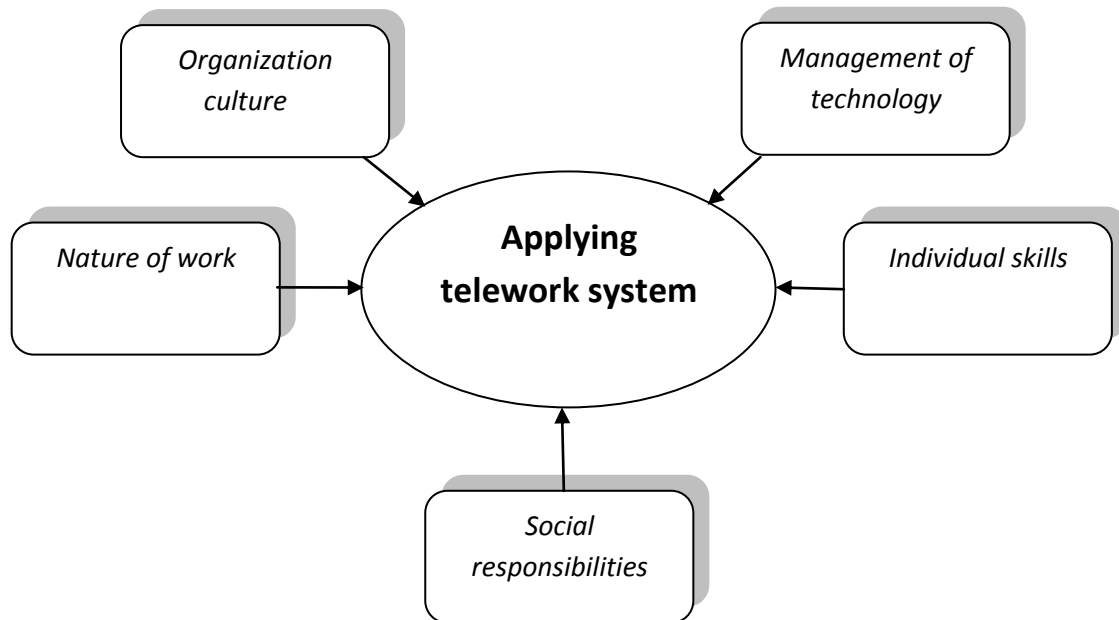
- a) *Management of technology has significance effect on application of telework (at level of significance  $\alpha = 0.05$ )*
- b) *Organization culture has significance effect on application of telework (at level of significance  $\alpha = 0.05$ )*

- c) *Nature of work has significance effect on application of telework (at level of significance  $\alpha= 0.05$ )*
- d) *Individual skills has significance effect on application of telework (at level of significance  $\alpha= 0.05$ )*
- e) *Social responsibilities has significance effect on application of telework (at level of significance  $\alpha= 0.05$ )*

2- *There is significant differences among respondents toward "Influential Factors Affecting Applying Telework in Palestine" Due to personal traits which are: gender, age, educational degree, type of employment contract, filed of work.*

### 1.4 Variables & Conceptual framework

Figure 1.4 shows the variable of this study and the relationships between them. There is one dependent variable which is applying Telework and six independent variables which are illustrated on the next figure.



Source: see Table 1.4-1: Summary of Conceptual Frameworks sources

**Figure (1.4):** The study variables

**Table 1.4-1:** Summary of Conceptual Frameworks sources

	<b>Independent variable</b>	<b>Sources</b>
1.	Management of technology	Taskin and Bridoux (2010)
2.	Organizational culture	Forgacs (2010), Hunton and Norman (2010) and Peters, Bleijenbergh, Oldenkamp (2009)
3.	Nature of work	Shaemi, Kazemi and Vakili (2011), Maruyama and Tietze( 2012).
4.	Social responsibilities	Galvez, Martinez and Perez (2012), Marsh and Musson (2007) and Sakamoto and Spinks (2008).
5.	Individual skills	Weisberg and Porell (2010) and Paridon and Hupke (2009)

## 1.5 Objectives

The objectives of this study will be:

1. Identify, highlight, and characterize some of the factors affecting applying telework in Palestine.
2. Create awareness of the importance of those proposed factors on applying telework in Gaza strip.
3. Investigate those factors and the proposed relations with applying telework successfully.
4. Trace the effects of those factors on applying telework.
5. Suggest some recommendations to increase the effectiveness of applying Telework system in Gaza strip.

## 1.6 Variables and Term Definitions

Defining the study dependent and independent variables and other stated terms:

### - *Telework*

Martin and MacDonnell (2012) defined telework as "the substitution of communication technology for work-related travel, and can include paid work from home, a satellite office, a telework centre or any other work station outside of the main office for at least one day per work week".

Also it can be defined as the act of working away from the conventional workplace while maintaining communication with it via computer-based technology (Shaemi, Kazemi & Vakili, 2011).

Taskin and Bridoux (2010) defined telework as a professional activity that is performed remotely from the location where the result of the work has to be delivered on both a full-time or part-time basis and that requires the use of ICTs.

### - *Mobile work :*

Federal Government (2010) defined telework as some agencies have employees who, by the nature of their jobs, are generally off-site, and may even use their home as their "home base." Because their work requires this setup and they travel much of the time, they are not considered teleworkers. This is different from "hoteling" arrangements, in which frequent teleworkers use shared space when they are on-site.

### - *Organization culture :*

Organization culture as the researcher considered in this study meant the common perceptions held by the members of an organization. It can be an enabler or barrier to change, basic assumptions and attitudes that the organization have to conduct of work and solved its problems of external

adaptation and internal integration, and their compatibility with applying of telework program on its system.

- ***Management of technology :***

The researcher defined the concept of management of technology Is the linking of different disciplines to plan, develop, implement ,monitor , and control technological capabilities to shape and accomplish the strategic objectives of an organization which needed for full-scale successful applying of telework program .

Technology as phone, a piece of paper, and a pen or may involve computer hardware, software, email, internet access, and other technologies.

- ***Nature of work :***

Regarding to the researcher definition the nature of work as the kind of work that employee do are it's suitable for telecommuting or not.

many types of job activities that cannot be done remotely because it's not suitable for telecommuting and other can be done remotely, which its depend on the nature of work, it could be done remotely if it nature involves a lot of solo work, can be done as a home-based business, and/or is mostly computer-based

- ***Social responsibilities :***

social responsibilities as the researcher considered in this study, meant the a company that applying telework can be defined as socially responsible if its main objectives, practices and processes not only respect laws and regulations, but also contribute to the growth and well-being of the community as all , which mean that the telework company employers a person's with disabilities , improved work-life balance for employee to being able to spend more time with the family or having greater flexibility .

- *Individual skills :*

The researcher defined the concept of individual skills as an ability, capacity, training skills, and personal competencies, acquired in any teleworkers. Its classified as: 1- Standard job-related skills: which mean that Teleworkers should already know how to perform all the tasks associated with their job , 2- Technical skills: all teleworkers should have sound knowledge of all the technology that they will have to use when working remotely, 3- Time and personal-management skills: teleworkers should have an ability to find other ways of managing their time and performance ,4-Team management skills :Virtual teams can be very successful but a number of specific issues will need to be considered when they are applying telework program .

### **1.7 Significance of the Study**

This study is unique in several ways:

1. As far as the researcher knows, this study is the 1<sup>st</sup> to be conducted in regards to the influential factors affecting applying telework in Palestine particularly in Gaza strip; In addition, the variables which this study focuses on are not mentioned as a set in one of the any studies in Palestine. The researcher takes the most important variables that affected the applying telework successfully in Gaza strip. These variables are: management of technology, organization culture, and nature of work, individual skills, and social responsibilities.
2. The study examines the problem related to utilizing technology in providing jobs without the need to travel abroad, which is of great importance in breaking the siege imposed on Gaza Strip
3. This study enhances awareness about teleworking and utilizing it as a solution for unemployment in Gaza Strip.

4. This study helps to spread the culture of teleworking and make benefit from it among particular groups who are not able to practice traditional work, such as women and the disabled.
5. This study enables institutions working in the field of teleworking in Gaza Strip to identify weaknesses and defects which help them to improve the level of performance of their employees and raise the quality of productivity and efficiency.



**Chapter Two: Literature Review**

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**CHAPTER OUTLINE**

2.1 Introduction

2.2 Telework reality

2.3 Reality of telework in Gaza strip

## 2.1 Introduction

There is general agreement in the literature on work-life balance strategies that the lack of balance between work, family, and personal life is one of the main problems that individuals in Western societies face on a day-to-day basis, in particular those individuals who have family responsibilities (Galvez and others, 2012).

Not only the companies they look up to ,ameliorate working conditions, but they also look up to assure the survival of the company itself by improving its capability to attract and retain talent, its productivity, and, in short, its competitiveness.

During that time, telework rapidly became seen as a solution to a large variety of individual, organizational, and social problems. Not only did it mean a reduction in city traffic but it also meant the creation of new employment opportunities for people with disabilities and other disadvantaged groups; a reduction in employment costs; an increase in productivity; and even improvements in teleworkers' quality of life through an increase in their job satisfaction and a reduction in their stress (Bailey& Kurland, 2002).

Telecommuting programs can be full-or part-time, formal or informal, and employee- or company-initiated (Hamilton, 2002).

In this chapter the researcher planned to discuss telework and influential factors affecting applying telework in Palestine from different sides:

- Telework Definition: definition, benefits, barriers and importance.
- Reality of Gaza strip & telework application.
- Work without borders, Medad & telework

## 2.2 telework reality:

In this section, the telework term will be discussed in more details; the definition, how it works, the main telework occupation characteristics, understanding Benefits from Telework: (what happens when people telework) and the challenging of applying telework.

### 2.2.1 What is telework?

Working from home (also called telecommuting or telework, but hereafter referred to as “WFH”) is becoming an increasingly common practice. In the United States, about 10% of the workforce reports working from home at least one day a week (Bloom and others, 2013).

The concept of telework emerged in the United States in the mid 1970s during the oil crisis of that period, when it was stated that “if one in seven urban workers did not need to travel to work, the United States would not need to import oil” (Galvez and others, 2012).

Telework is defined by (Bailey & Kurland, 2002) as, “working outside the conventional workplace and communicating with it by way of telecommunications or computer-based technology,” (Galvez and others, 2012).

Definitions of telework are many and varied. While some include detailed descriptions of the conditions and information, telecommunications, and computing (ITC) equipment required, others give a broader set of conditions involving proximity to the primary office or place of work (Overmyer, 2011).

Telecommuting and telework are terms that are often used interchangeably to describe employees who periodically, regularly, or exclusively perform work for their employers from home or another remote location that is equipped with the appropriate computer based technology to transfer work to the central organization (Hunton and others , 2010) .

Telework occurs when workers' use of information and communication technologies (ICTs) enables them to substitute remote work for work in the same location as their

Colleagues, employers, or customers (Garrett &Danziger, 2013). It, often referred to as telecommuting, occurs where paid workers work away from their normal place of work, usually from home. Such workers can telework all their work time, or on an occasional or ad hoc basis. Most telework takes place a day or two per week. It is a type of work arrangement that enables employee to work at home or at another agreed place using information and communication technologies (ICT) for communication with employer( Valmohammadi, 2012 ).

Telework has increased as communications technology improves and becomes cheaper, and as employers and employees have become more comfortable with it (United States Environmental Protection Agency Office of Air and Radiation, 2005, p6).

### **2.2.2 Telework occupation characteristics:**

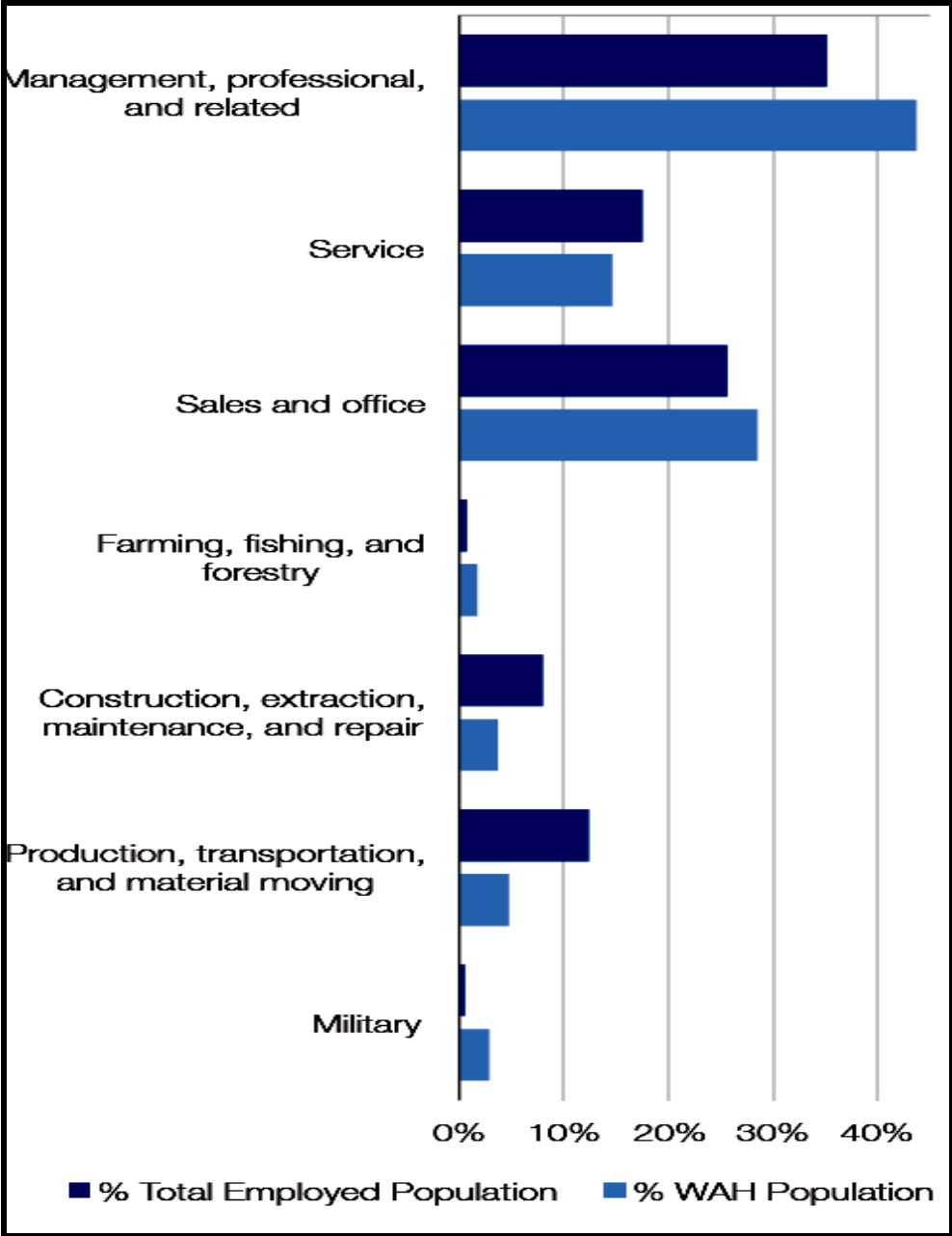
#### **Telework is feasible for:**

Not all jobs are adapted easily to a telecommuting arrangement. Jobs that are adapted easily include those that consist of writing, reading, researching, independent thinking, editing, and working with data. The job should have an independent function, be more technology and information driven, and have measurable duties (Shaemi and others, 2011).

- Work that requires thinking and writing, such as data analysis, research, reviewing grants or cases, writing regulations, and decisions or reports.
- Telephone-intensive tasks, such as setting up a conference, obtaining information and contacting customers.
- Computer-oriented tasks, such as programming, data entry, graphic design, auditing, and word processing .

**Telework Tools:**

- Computer
- Internet connectivity (high-speed broadband is best)
- E-mail program
- Telephone
- Fax machine
- Collaboration software



**Chart (2.2-3):** Percentage of total employed population compared to percentage of telework population (Lister & Harnish, 2011).

### 2.2.3 Who works at home?

More than 70% of the teleworker population holds management, professional, sales, and office jobs. (See chart 2.3-3)

While their numbers are fewer, teleworker now has a significant Presence across occupations and industries as well because most jobs, even manufacturing now involve some knowledge work. Thanks to technology, many in non-traditional telework occupations and industries can now work remotely (Lister & Harnish, 2011).

### 2.2.4 Understanding Benefits from Telework: (what happens when people telework)

There are a positive relationship between telework and organizational outcomes (Martin and MacDonnell, 2012).

Research and practical experiences from a large number of organizations have shown that various types of telework arrangements are advantageous for both organizations and their employees (Topi, 2004).

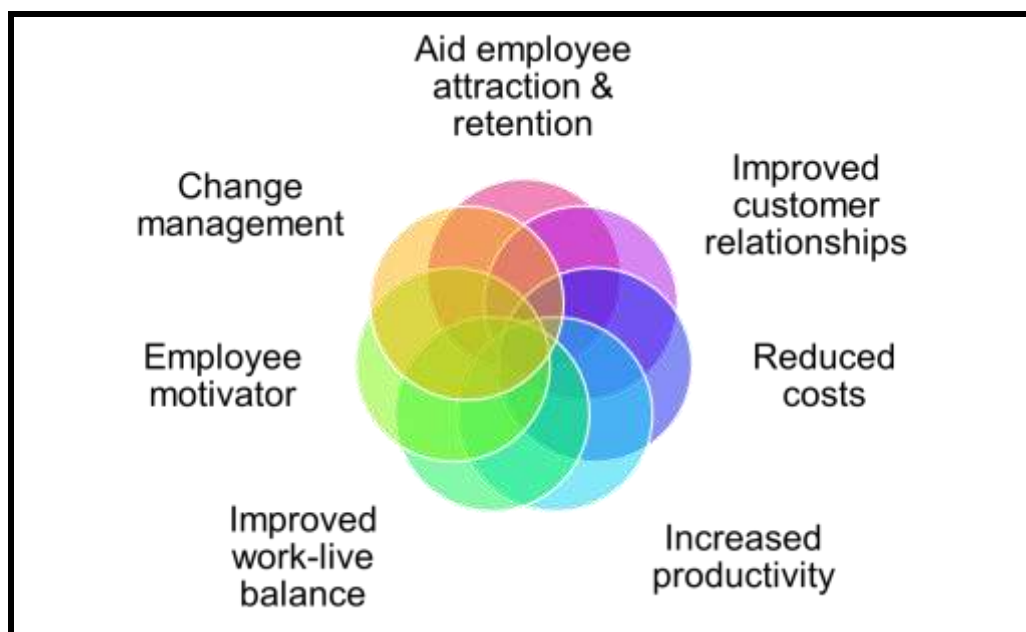


Chart (2.2-4): Benefits from telework (Cho&Balutis, 2011)

There have been many reports on the benefits of telework the earliest appearing from about 1990.(According to Washington State University's, 2009) Telework offers significant benefits to both employers and employees, as well as to the community at large.

In addition, telework contributes to business continuity and process security. Table 1 gives an overview of the most commonly recognized benefits of telework, as well as some lesser-known benefits.

### **For the Organization:**

#### **❖ Continuity of Operations (COOP) :**

Organizations with significant telework capabilities can maintain operations during major weather events, pandemics, terrorist attacks, or other disruptive events (Cho&Balutis,2011).

#### **❖ Improved Employee Retention :**

Employers with telework programs tend to have lower employee turnover than those without such programs.

Also, retention of highly skilled workers, who could be moving to another town, increases when the employers offer the option of working remotely (Bellido, 2006).

Employers also use telecommuting to keep employees who, for various personal reasons, find that they can no longer commute to their offices. Organizations find, for example, that when the spouse of a valuable employee is forced to relocate, the employee may be retained through the use of telecommuting (research-advisors.com, 2013).

❖ **Cost & Time saving**

Organizations that support full- or part-time telework can realize office and real estate cost savings example: savings in building costs (Pe´rez and others, 2002).

More effective time management: Email and other asynchronous communications can be time- managed more effectively and are less apt to include non-work digressions (TeleworkResearchNetwork.com, 2013). As more people telework, office costs such as electricity, heating, lighting and refuse collection decrease (New South Wales government, 2009).

❖ **Improved Employee Productivity**

The teleworkers having fewer distractions than they normally have in the office combined with their willingness to work longer hours. While estimates do vary, studies have found that the average productivity gains of employees who engage in telework are 10–40% over that which they experience in an office environment (Mello, 2007). Organization who have successfully implemented telework program usually report increased productivity for teleworkers of 10-20% on average (Mack Global Consulting, 2010).

❖ **Increased Organizational Flexibility**

Telework makes it possible for an employee to be in two places at once.. A teleworker can be sent across the country or overseas on a “firefighting” mission, and still be productive in their regular duties when not directly interacting with customers, clients, or colleagues. In addition, an organization that employs both full and part-time teleworkers may have the flexibility to adjust to the “ebb and flow” of workload by bringing on employees (with their consent, of course) on a moment’s notice (Overmyer, 2011).



❖ **Reduced Health Care Costs**

Teleworkers use fewer sick leave days, and take advantage of preventative medical care more often. This is primarily due to the convenient access home-based teleworkers often have to medical care facilities, and the fact that they are able to schedule appointments during the work day with much less disruption to the normal work schedule. Office workers, on the other hand, are more likely to have to take several hours off from work in order to have a brief medical appointment.

❖ **Improved Accommodations for Persons with Disabilities**

Telework improves accommodations for persons with disabilities who may prefer to work from the comfort of their home or are unable to work outside the home. While not all persons with disabilities need, or want, to work from home, telework is an option many may consider to reduce mobility and/or other impairment difficulties (whitehouse.gov, 2013).

**For the Employee**

❖ **Work better**

Relax and get some time back, less interruptions from co-workers, Opportunities for the disabled and those living far (Bellido, 2006). Decreased stress, many drivers find solo commutes in heavy traffic stressful. Telework allows them to avoid traffic (United States Environmental Protection Agency, 2005) working at home could save employees between \$2,000 and \$6,800 per year—the result of reduced driving and fewer work-related expenses (Liste, 2010).

❖ **Work Life Balance**

Half-time home-based work can add up to an additional 2-3 work weeks of free time a year - time typically spent with family and friends, on hobbies,

exercising, sleeping or, as stated earlier, working (Lister ,2010). The benefit gained by teleworkers is an improved work-life balance where more time with family or other dependents may be spent, without sacrificing working hours and related income (national statistics office, 2012) telework will improved work-life balance: will less commute time and flexible hours, teleworkers can organize time to deal with family commitments or children's illnesses (new south wales government, 2009).

### ❖ **Increased Personal Flexibility**

If managed properly, teleworkers can have a great deal of flexibility in scheduling work, personal appointments, and family responsibilities during the day. As long as teleworkers are evaluated on work performed, rather than time expended, this personal flexibility can be very satisfying, contribute to job satisfaction, and increase retention.

### ❖ **Employee Satisfaction**

In a survey of 355 federal IT professionals, CDW-G (2007) found that 41 percent of employees who had the option to telework reported that they were “very satisfied” with their job, as opposed to only 32 percent of those with no telework option. Ten percent of those with a telework option and 15 percent without reported that they were “unsatisfied” or “very unsatisfied” with their current job. Other studies have yielded similar results (Overmyer, 2011).

### ❖ **Fewer Sick Days**

Teleworkers tend to use fewer sick days than non-teleworkers. If teleworkers feel well enough to work, but do not want to expose co-workers to a potential infection, they may work a full day at home.

### ❖ **Help disabilities people to work**

Telework can increase the range of jobs for which people with disabilities are qualified; mitigate many of the boundaries associated with transportation and

the physical characteristics of the workplace environment; and permit active worker interactions in a non-proximate setting(Baker, Moon & Ward 2006).

## **For Society**

### **❖ Increase Demand for Goods and Services**

Increased demand for communications, networking, and equipment required for telework.

### **❖ Reduce traffic and pollution**

On a large scale teleworking would mean less traffic, less smog, and less fuel consumption (New South Wales government, 2009).

### **❖ Lowering maintenance cost**

Not only we have less pollution with fewer cars on the streets, but also reduce the wear and tear on the roadways and the costs for maintaining them. Telecommuters' vehicles require less fuel and visits to the mechanic (Bellido, 2006).

### **❖ Reduce the use of public resources**

In the long term, teleworking can reduce the need for public parking roads and transportation systems (New South Wales government, 2009).

## **2.2.5 Potential Limitations of Telework:**

Despite the numerous benefits that telework programs provide to employers, employees and the larger society there are some potential problem areas.

❖ **Employer:**

Challenges to successful telework outcomes include employer resistance, especially concerns over the costs associated with implementing and maintaining telework, security concerns, and the complexity of personnel supervision (Baker, Moon & Ward, 2006).

The monitoring challenges supervisors face in managing employees that they cannot physically see the most obvious for many is the perceived difficulty in monitoring employee performance and measuring employee productivity. How does a manager know what his or her employee is doing if the employee cannot be seen? (Hamilton, 2002).

❖ **Employees:**

There are three major issues concerning employees that must be addressed in order to ensure that a telework program provides benefits that exceed its costs.

The first of these is that telework programs can result in employees experiencing isolation from the company culture.

A second issue regarding telework from the employee perspective is potential anxiety about being passed up for promotions and missing out on “good projects”. Problems associated with maintenance of the boundaries between home and work can be difficult for some employees, causing enhanced stress and even burnout (Mello, 2007). Employees have also resisted telework over concerns about social and professional isolation, and reduced participation in the workplace community as well as potential loss of social capital (Baker and others, 2006). Employees may resist the change to become teleworkers either for fear of change, fear of impending job loss or the fear of technology (Mungly, Singh, 2010).

It is often difficult to establish a mutual trusting and supportive relationship among individuals who infrequently interact face-to-face. So that Another

challenge presented by telecommuting concerns developing synergy and teamwork between telecommuters and their co-workers (Hamilton, 2002).

## **2.3 Reality of telework in Gaza strip**

The researcher in this section divides the topic into two parts; the first is about Gaza strip and details on labor market (employment & unemployment) while the second section will be about telework in Gaza strip.

### **2.3.1 Reality of Gaza strip**

#### **2.3.1.1 Introduction about Palestine:**

Palestine is known throughout its modern history to have a human potential that is qualified to be a key pillar to any development process. The Palestinian people have contributed actively in the Renaissance, where educated elites formed the basis for the process of evolution in the Arab Gulf during the past five decades. In barrel to that and at the same time period, the Palestinian community in Gaza strip witnessed a massive quantitative and qualitative leap that was represented in establishment of five universities and ten University College and intermediate college that qualified thousands of graduates every year. With the complexity and the accompanying failure of sustainable development of the Palestinian society where production sector is not a priority of the economy, settlement occupation that contributed to fight any successful and influential Palestinian development model, the accumulated number of graduates was one of the real challenges to the decision maker process. The siege contributed to the deliberate closure of local or regional prospects before the graduate, which boosted unemployment and rendered thousands of graduates from diverse and significant disciplines (Ministry of Planning, 2012).

The Gaza Strip, a narrow slice of land situated between Israel, Egypt, and the Mediterranean Sea, boasts one of the highest population density figures in the world. Within its borders approximately 1.5 million people live in less than 360 square kilometers. The population growth rate is also extremely high in Gaza,

the birth rate remains above the national average, recording in 2007 at an average of 43 childbirths per 1,000 inhabitants (Serapioni, M. and Freed, E., 2009).

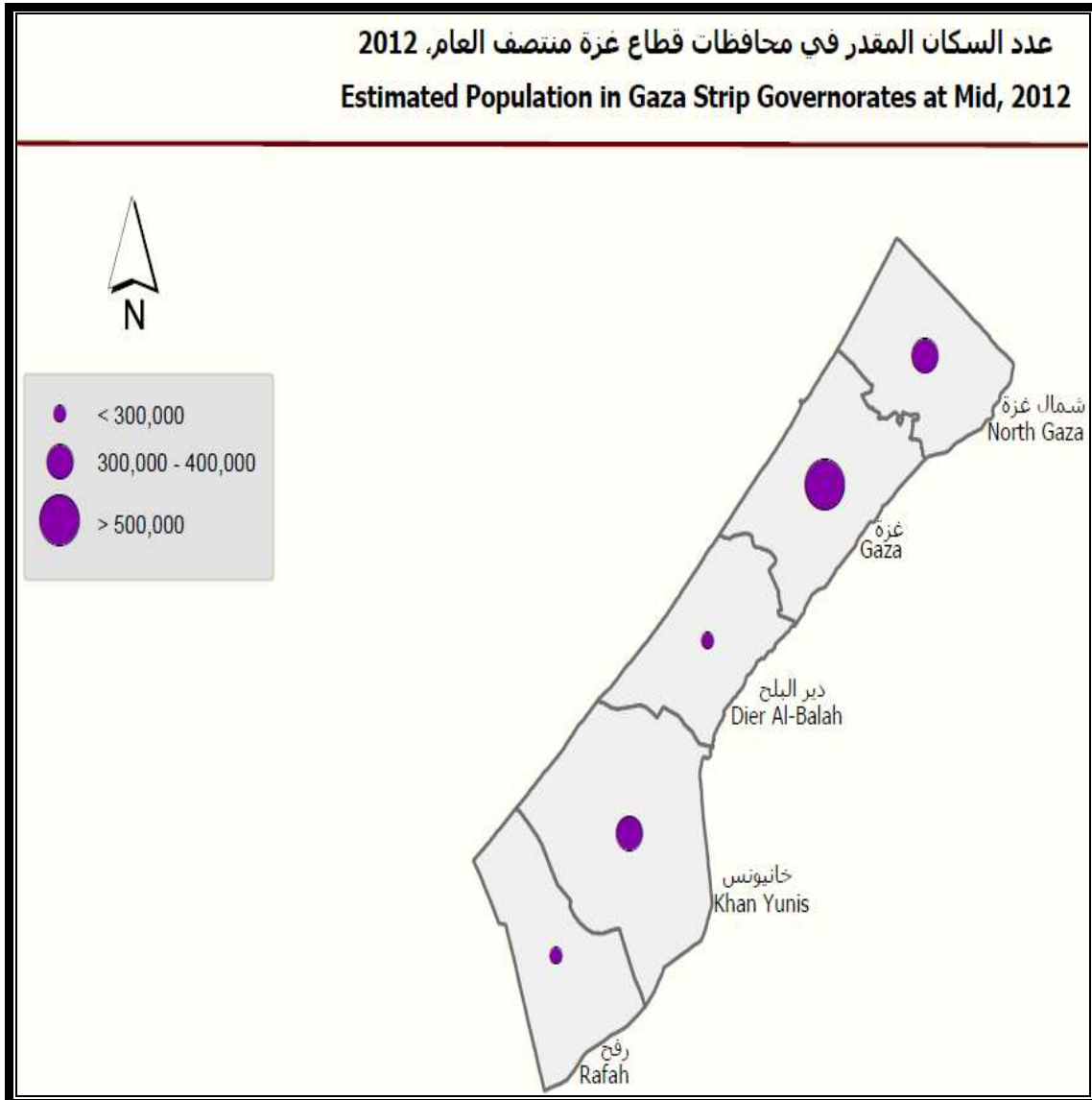
### **2.3.1.2 Gaza strip Area:**

The Gaza Strip's southern coast of Palestine on the Mediterranean Sea, on a narrow strip of Northeast Sinai Peninsula is approximately 1, 33% of historic Palestine (from the River to the Sea). Gaza strip is sector that extends to 360-square kilometers, where the length is 41 km, the width is between 5 and 15 cm. Gaza Strip is bordered by 48 territories from north and east, while bounded by Egypt from the Southwest. The Gaza strip was given that name of its largest city of Gaza (Palestinian Central Bureau of Statistics, 2012).

### **2.3.1.3 Population of Gaza Strip:**

According to the estimates of the Palestinian Central Bureau of statistics in figure (2.3.1-3) , which is built based on the results of the General Census of population, housing and establishments, 2007, the estimated population of mid-2013 in Palestine about 4.42 million, including 2.24 million male and 2.18 million female. The estimated population of the West Bank around 2.72 million, including 1.38 million male and 1.34 million female. While the population of the Gaza Strip for the same year was about 1.70 million, including 864 thousand male and 837 thousand female. As the estimate urban population ratio for mid-2013 was about 73.8 %, and the proportion of the population living in the countryside is 16.8 %, while in the camps, 9.4 %.

The Palestinian community in Gaza younger than in the West bank, The data showed that the Palestinian society in Gaza is younger than in the West bank, with the proportion of individuals at the age group (0-14) in mid-2013 is approximately 40.1 % of the total population in Palestine, the reality of 38.0 % in the West and 43.4 % in the Gaza Strip. The low percentage of individuals aged (65 years and above) estimated in mid-2013 is approximately 2.9 % in Palestine, while the percentage is 3.2 % in the West bank and 2.4 % in the Gaza Strip (PCBs, 2013).



Source: Palestinian Central Bureau of Statistics, 2012

Chart 2.3-1: Estimated population in Gaza strip

#### 2.3.1.4 The Siege on Gaza strip

"Despite the exit of the occupying forces from the Gaza Strip on September 12, 2005, Actually, the strip is not free and its population never sensed the freedom or independence, it rather turned into a big prison with barriers from all directions".

According to a (United Nations Office for the Coordination of Humanitarian Affairs occupied Palestinian territory report , 2012) ,the Gaza strip has been

under the suffocating siege imposed by Israel since the summer of 2007 that included detail of entry of fuel and construction materials and many commodities, the prevention of fishing in the deep sea has resulted in a long suffocating siege that brought all factories to a virtual halt and increased the unemployment rate to over 80% to become the highest unemployment rate in the world, in addition to the acute shortage of medicines and medical materials. About 400 patients died within 9 months of not being able to travel for treatment in other countries or for lack of equipment and medicines needed for treatment, while construction has stalled completely, increasing homeowners' crisis as their houses were destroyed in war on Gaza as more than 4,100 houses and apartments were destroyed. Gaza citizen have devised a way of digging underground tunnels stretching from the southern sector of the border and cross the Egyptian city of Rafah, which bring goods, food and fuel, as well as some construction materials but at very high prices.

Today in Gaza, there are only a few, exceptional cases of businesses relying exclusively on local products. Most of the factories, small enterprises, and shops heavily depend on imported raw materials, supplies that must pass through the border. Israel's closure of Gaza's borders has almost driven the Strip into an irreversible state of economic disrepair. If not salvaged in the near future, the Gaza Strip will be doomed to decades of economic dependence on humanitarian assistance (Serapioni, M. and Freed, E., 2009).

In recent months, Gaza's unemployment rate has peaked at an appalling 50%. In the last 10 years, agricultural output has declined by almost 20%. Since July 2007, more than 3,100 Gaza businesses have been shut down, and 65,000 workers put out of work. The PCBS (Palestinian Central Bureau of Statistics, 2012) reports that 84% of households are now living below the line of poverty.

### **2.3.1.5 The electricity crisis:**

Because of the blockade on the Gaza Strip and Israel not permitting access to sufficient quantities of fuel, a serious crisis was created with power outages, the crisis has reached peaks of varying cut off electricity for periods that



reached 16 hours a day or more until the complete cessation of the only power plant in the periods of 2008, the problem was further aggravated the Palestinian disputes due to differences on the collection of electricity bills prompting citizens to rely on generators. Due to the use of generators, many victims among the population of the Gaza Strip fallen dead and wounded and materials damage due to seriousness of the fast ignition fuel handling or because of problems with the ventilation exhaust. The death toll increased because of the hundreds of small electricity generators. The blackout affected all aspects of life in Gaza in terms of contact with the outside world and food spoilage and damage to stakeholders and businesses (Serapioni, M. and Freed, E., 2009).

### **2.3.2 Telework in Gaza:**

Telework is an electronic market to combat unemployment; work needs to provide a suitable environment, especially in light of the difficult crises affecting the Gaza Strip, frequent power failures and poor internet connection. The widespread employment with companies outside the Gaza Strip, especially online is due to the rapid evolution of technology in Palestine recently. A large number of university graduates contracted with companies from abroad to work for themselves over the Internet, whether verbal or formal contracts. And that work has enabled women to combine work and preserve the traditions of the Palestinian society, which contributes positively to the growth of the economy.

"These new jobs may be inferred by their contribution to economic growth likened to foreign remittance as they contribute to first reduce unemployment rates depending on the number of jobs available within the country, and contribute to the GNP growth and consequent development indicators such as per capita income and standard of living. There are countries in the world suffering from deficits in some jobs, especially technological ones, as "the United States, Germany, Canada and the United Kingdom of Britain and some Gulf States, with some States such as India and China's surplus workers

in this area and that's what got in Palestine recently (Serapioni, M. and Freed, E., 2009).

### **2.3.3 Companies that applying teleworking in the Gaza Strip**

There are many companies that applying teleworking system in Gaza strips as Work without Borders & Medad.

#### **2.3.3.1 "Work without Boarder" association**

"Work without borders", a not-for-profit corporation registered in Palestine, in 2007, to reduce unemployment in the Gaza Strip and the West Bank and to provide good and suitable employment opportunities for qualified graduates to through telework system.

Work without borders asserted the existence of guarantees in the telework, through a tripartite contract signed to ensure that the rights of the employer abroad and the employee inside. In that tripartite contract, the foreign employer is the first party while the second party is the employee; the third party is work without Borders Company, where its role is providing a comfortable work place to work from Gaza City, and rent and providing the tools necessary to do so.

If there is any problem between the employer and the employee, the Work Without Borders Company will intervene amicably to resolve, if the matter aggravated, then the Ministry of labour in Gaza intervenes with its counterpart ministry in State of the company in accordance to the Riyadh Agreement signed at the Arabic League. If there is any problem between the operator and the employee, the company works without borders intervention amicably to resolve, if evolution is the Ministry of labour intervention in Gaza with its counterpart in the State with this company, and the Ministry of labour intervention comes at the Riyadh Agreement signed at the Arabic League. The frequent power cuts in the Gaza Strip and the poor Internet connectivity

highlights the problems faced by the employees in addition to the fear of some companies from working with the company.

"Work Without Borders Company" overcame these problems by buying a generator, and the hooking two internet leased lines; one from Gaza and another from (Israel), and offer companies a work trial period at the beginning of work that does not exceed three months to build the bridges of confidence between the parties (Qanita, 2013).

Work without Boarders Company has been established in 2006 at Gaza/ Palestine where it has been registered. Then, two employing centers were set to work in Jerusalem and Nablus. Work without Boarders Company is an innovative initiative aims primary at providing job opportunities for qualified Palestinians living inside Palestine applying the system of remote working.

The idea of the company is based on providing a wide range of services executed by Palestinian skilled graduates who are marked by creative and distinctive abilities besides being less costly when compared with its similar abilities. The duties are performed through remote working for the companies and firms that are outside the Palestinian territories .This process goes through the main head quarter of the company at Britain and the scattered centers of the company at different areas at the west bank and Gaza strip; while the company works through four main departments.

### **2.3.3.1.1 Work without Boarders team**

Work without Boarders team includes a complete staff of experienced managers, programmers, researchers, translators, and engineers whose goal is to provide distinguished projects that meets customer ambitions as well as the company.

### **2.3.3.1.2 Work without Boarders Company aims are:**

- Establishing a pioneering model of remote working at Palestine dealing with various services.

- Offering job opportunities for the Palestinian graduates while staying on their homeland through using developed communication means and information technology.
- Investing and developing the humanitarian sources achieving the continuous economic development in light of the scarcity of the natural sources.
- Promoting the sector of information technology and telecommunication in Palestine in a way that serves the other social and economic sectors.
- Bringing the regard back for many of the educational programs in the Palestinian high education institutions through proving job opportunities in the domains of those programs.
- Transferring the outside experiences to inside Palestine.
- Providing distinguished services with less cost (wwb.ps, 2013).

### 2.3.3.2 " Midad Association " in Palestine

Midad is a Palestinian national company licensed by the Ministry of National Economy under the number (563146661). It was founded in 2009 in Gaza City in order to provide many miscellaneous services, where it works with a group of experts and specialists in their fields. Midad is one of the leading companies in Palestine, which adopts a method of teleworking and works professionally in a variety of areas, including software and multimedia, telecommunications, training, and consulting, according to global standards. Since the moment of its inception the company has developed its vision, mission, objectives, and strategy; and began working to achieve these goals seriously and actively.

#### **Midad company Goals:**

- Active participation in the community to provide products of societal benefit.
- Employing Palestinian capabilities while remaining at homeland.
- Developing creativity and innovation among Palestinians youth.

**Chapter Three: Previous Studies**

**CHAPTER OUTLINE**

3.1 Introduction

3.2 Previous Studies

3.3 Comments and Conclusion

### **3.1 Introduction:**

In this chapter, the researcher aimed to provide an overview of the literature that studied telework evolution, understanding how it successfully implemented in companies, impact of applying telework on the organization and customers, as well as, the impact of the factors that related to organization, employee, customer and society in general on the applying telework successfully.

### **3.2 Previous Studies:**

Twenty five studies covered the subjects of the telework. These studies were arranged in descending way from 2012 to 2004. In terms of Arabic studies which are related to this subject, researcher found a rare number.

#### **1. Snyder (2012)**

##### **"Enhancing Telework: A Guide to Virtual Leadership"**

This study tried to answer the question “How can federal leaders manage what they can’t see? Six “zones” will prepare them to secure two key components of successful virtual leadership: group cohesion and individual commitment. ”The study mentions the six zones; each zone plays an important role for a federal leader’s ability to manage a virtual workforce in a successful way: (Reflection – Society – Diversity – Ingenuity – People – business). In conclusion, the researcher finalizes that it is important for the leaders to balance between people zone and the business zone which will help in reaching the desired objectives.

**2. Galvez, Martinez and Perez (2012)**

**"Telework and Work-Life Balance: Some Dimensions for Organizational Change"**

The study is a qualitative research. The goal of this research was to analyze "how telework is implemented in different organizations as a way of promoting better work-life balance for workers."

The study is based on individual interviews with a sample of 24 women and on 10 focus groups with a sample of 48 women. From the conclusion of this paper, the researchers conclude that "the willingness of organizations to improve the work-life balance of their staff does not depend so much on the implementation of a set of measures (including, for instance, telework), but more on changing to a genuine organizational culture that tries to implement such measures in the least discriminatory way and firmly believes that, in order to allow staff to give of their best, all aspects of their lives need to be balanced."

**3. Shaemi, Kazemi and Vakili (2011)**

**"An Analysis of the Relationship between Participation in Telework with Organizational Commitment (Case Study: Employees of University of Isfahan's Faculties)."**

The nature of work changes, because of the existence of workforce. Workforce is becoming diverse by gender, age, racial and ethnic background, religion, and sexual orientation, as well as by physical and mental ability (Bricout, 2003). The research is considered as a descriptive survey research. A questionnaire was distributed to employees of university of Isfahan's faculties. The sample size estimated to be 115 based on Cochran formula.

The result shows, the organization commitment with the amount of regression weight 0/18 related to Participation in telework and the affective commitment with the amount of regression weight 0/23 related to Participation in telework.

#### **4. Broek and Keating (2011)**

##### **"Rights to a process for the masses or select privileges for the few? Telework policy and labor market inequality in Australia"**

This study described telework as a 'flexible work practice' and it mentions that refers to "a form of work occurring outside the conventional workplace (usually the home)" (Bailey and Kurland 2002, p. 384, Baruch and Smith 2002, p. 62). The paper develops the concepts of rights and privileges of teleworking and whether it will be legitimate employee expectation and how will it be based on rights or privileges after that. The researchers have done two case studies one in UK and another in Australia where telework is a non-guaranteed right while it's a privilege-based policy in Australia.

A case study in Australia showed that one of the basic problems they face in applying telework programs is 'anxious managers tended to sabotage telework as a legitimate flexible work option by treating it as a privilege which could be revoked at any time' (Diamond et al. 2005, p. 3).

#### **5. Dobrescu, Costencu, DOBRESCU and Rudolf (2010)**

##### **"Possibilities For Implementing Telework In Caras-Severin County "**

This study is about identifying the possibilities for joining the work market by using the opportunities given by new informatics and communication technologies in teleworking.

The researcher used a questionnaire as a method to know the answer of the questions which were related to the extent of knowledge the people in rural



areas have on telework. Yet, taking into consideration two important points: the level of education and the professional experience.

Conclusion from this paper is that teleworking could be implemented in the rural areas as a new kind of labor, but taking into account the economic as well as the cultural background of a certain target group.

## **6. Weisberg and Porell (2010)**

### **"Moving Telework from Compliance to Competitiveness"**

This study demonstrated how telework hold different meanings for managers and employees. While employees see telework as a right for them managers see it a burden on them that they have to allow employees to do.

The study also mentioned some perceptions about telework such as: "Telework Days Are Different than Office Days" and "Out of Sight, Out of Mind"

This study concluded that the managers have to step up and manage employees in a proactive way by changing in management styles and to take some training.

## **7. Forgacs (2010)**

### **"Empirical research findings on telework: Management experiences and attitudes"**

This empirical research intended to show the findings of using telework strategies among medium and large enterprises in Hungary between April and May, 2008. The researchers have taken a simple random sample of companies employing at least 50 people.

The results of this study showed that most companies closed towards telework could not supply an adequate reason for their reticence.

Based on the conclusion of this study, it is worthy to create an economic environment in order to make teleworking spread out.

#### **8. Taskin and Bridoux (2010)**

##### **"Telework: a challenge to knowledge transfer in organizations"**

This research was to review the possible negative impact of telework on knowledge transfer in organizations which refers to: “the process through which knowledge diffuses from one individual to others (Roberts 2000)

The research is theoretical study and it focuses on the challenge of using telework in firms and how far it can affect on transferring knowledge between teleworkers and non-teleworkers. Moreover, it is interested in technical as well as organizational social knowledge.

It concluded that the research serves empirical researches and as a recommendation the analysis of the study invites researchers to consider knowledge of management researches. A final recommendation is given to companies to use the model of using and applying telework knowledge transfer in organization among employees.

#### **9. Hunton and Norman (2010)**

##### **"The Impact of Alternative Telework Arrangements on Organizational Commitment: Insights from a Longitudinal Field Experiment"**

This study demonstrated how organizations might achieve performing the employees work responsibilities from various locations and to know the impact of alternative telework arrangements on the organizational commitment of employees and by evaluating the relationships among telework arrangements, organizational Commitment, and task performance.

The study analyzed data from 2.89 million tweets referring to 24 different movies released over a period of three months. The researchers constructed a linear regression model for predicting the revenues of movies.

The results of the study concluded to the information which says that the most popular telework strategy amongst the employees is ‘working exclusively at home’ strategy, did not improve organizational commitment relative to a control group. And when there is a chance for employees to choose whether to work at the office or home, the researchers found that the organizational commitment is higher. Also, there is a positive relation between task performance and organizational commitment.

**10. Peters, Bleijenbergh, Oldenkamp (2009)**

**"Cultural Sources of Variance in Telework Adoption in Two Subsidiaries of an ICT-multinational"**

This study is a comparative case-study which examines to what extent telework adoption among line managers in two subsidiaries of the same ICT-multinational in France and the Netherlands reflects cultural values.

The study was conducted through a ‘most similar’ design for both case studies of the same phenomenon to help show the similarities as well as differences.

In conclusion, the researchers found that globalization and technological developments supported adopting telework across the two cultures.

**11. Paridon and Hupke (2009)**

**"Psychosocial Impact of Mobile Telework: Results from an Online Survey"**

The aims of this study were to investigate the psychological strain of mobile workers who uses information and communication technology.

This study collected the data by applying an online questionnaire and had more than 200 participants from different kinds of industries (mining, gas, heating and water). The questions varied in which there were some related to ergonomic concepts and physical complaints and psychological stress.

The result showed that there have to be some improvements of the conditions of mobile teleworkers according to the availability and non-clear boundaries. Moreover, and according to the questions in the questionnaire, the researchers found that the majority of the participants used Laptops where others used mobiles and Blackberry. According to the social interactions, results showed that it is positive among the teleworkers. The results also showed that it is a need to improve work equipment which can help in decreasing the level of complaints.

## **12. Major, Verive and Joice (2008)**

### **“Telework as a Dependent Care Solution: Examining Current Practice to Improve Telework Management Strategies”**

This is an exploratory research. This study was conducted to explore the influences of common telework practices on employee dependent care responsibilities, job performance, and work experience. The study collected quantitative and qualitative data from 863 teleworking federal government employees with dependents. The results of the data collected showed that teleworking has a positive influence on their job performance as well as taking care of their dependents.

The main finding suggests that management should consider the circumstances under which dependent care needs could be a formally accepted rationale for telework.

**13. Sakamoto and Spinks (2008)**

**"The impact of home-based telework on work-family Conflict in the childcare stage"**

The purpose of this study was to examine the impact of home-based telework on the quality of work life and family life from a psychological perspective.

The results of this study indicated that the increase of working hours at home increases the work-family conflict.

In conclusion, the major result is that there is a lower trend for WFC – work family conflict – for home-based workers as opposed to those who work outside.

**14. Mello (2007)**

**"Managing Telework Programs Effectively"**

Telework is a potential solution to many of these societal and organizational concerns. And this means that organizations have to improve its plans and to include this strategy in it, in order to have more effective work.

The aims of the study were to explore the prevalence of and benefits and limitations associated with telework and provide recommendations as to how to most effectively implement telework.

In conclusion, this study showed that telework programs can provide significant benefits, but it has to be implemented carefully to prevent any problems to occur. Moreover, to ensure that employees can work with minimal supervision from the managers. Also, to take into consideration that supervisors understand and believe in the value of telework.

**15. Vermaas and Bongers (2007)**

**"Broadband in Telework, Health and Safety: The User Perspective"**

This study tried to explore the role of broadband in three social domains: health care, personal and public safety, and telework, from a user perspective. It was an exploratory study by using focus groups (16 participants) and diary research (26 participants). Also, an online questionnaire was held and 1102 questionnaire responses were received.

The major findings were, that the number of people combining work and private life in order to reduce time needed to travel differs according the type of work they are involved in. Then, people gave different response according to the frequency they telework, the expenses covered by the employer, and the reasons for teleworking.

In conclusion, Broadband Internet potentially has important influence on social issues such as telework, health, and public and personal.

**16. Marsh and Musson (2007)**

**"Men at Work and at Home: Managing Emotion in Telework"**

This study was conducted to explore how men experience working from home and how they create their identities as workers and as parents in this unclear position. The Study also aims to know the ways where emotions 'play a central role in contributing to our sense of self' (Lupton, 1998, pp. 5–6). To get to know several experiences that reflect the multiple realities, the researchers adopted a social constructionist approach. Also, some interviews were selected as a form of: semi structured form of talk. The main finding of the paper is that each father has his own circumstances that affect their ability to in being a father as well as a worker at home.

**17. Martínez-Sánchez, Pérez-Pérez, de-Luis-Carnicer and Vela-Jiménez (2007)**

**"Telework, human resource flexibility and firm performance"**

This study is trying to demonstrate the relationship between telework adoption and performance. The study used a survey of a sample of 156 Spanish firms: 97 industrial firms and 59 service firms from three sectors (telecommunications, software and consulting).

The results indicated that the level of access to HR development practices is positively related to the intensity of telework adoption.

Also the results supported what other studies showed regarding of recruitment programs and how it shows the capacity of the teleworkers to organize schedules, set priorities, meet deadlines and assess their own performance (Raghuram et al., 2003).

In conclusion, the researcher noticed that there is a relationship between telework adaption and performance and it's a positive relationship.

**18. Bélanger and Allport (2007)**

**"Collaborative Technologies in Knowledge Telework: an Exploratory Study"**

This study intended to investigate how an improvement in collaborative technology amongst a group of teleworkers affects on how they communicate. The paper is an exploratory study which was applied during six months (exploratory longitudinal case study of a group of teleworkers in which a new technology is implemented).

The paper results showed that because of the few communication means which are existed among group members, the communication process becomes more centralized with the manager of the department.

Based on the conclusion of this study, the communication technologies can enable better knowledge sharing and better outcomes in institutions in telework. Moreover, when having a centralized location for information, the findings showed a decrease in tacit knowledge sharing as well as reducing the overall person-to-person communication.

**19. Steinhardt (2007)**

**"HUMAN CAPITAL: Greater Focus on Results in Telework Programs Needed"** Telework is considered as a strategy that proposes flexibilities to both employers and employees which includes the capacity to continue operations when facing emergency events! And more social benefits such as the decrease of pollution in the streets.

The results showed that creating telework programs will help in accomplishing positive outcomes at work.

In conclusion of this paper, they found that applying the telework as a strategy is important to achieve several federal purposes, and makes work much easier for organizations as well as employees.

**20. Baker, Moon and Ward (2006)**

**"Virtual exclusion and telework: Barriers and opportunities of technocentric workplace accommodation policy"**

This study tried to answer the two questions: 1) How might existing policy exacerbate these barriers, and how does telework, viewed as a “reasonable accommodation” shape policy options?

2) How might policymakers begin to address the various barriers to social inclusion and social mobility potentially associated with teleworking?”

The findings were that the researchers explained the barriers that can challenge people who are adopting teleworking. They mentioned: Structural barriers,



technological barriers, policy barriers and economic barriers. Moreover, Teleworkers with disabilities are subjected to face more barriers which surely will affect the work they are involved in.

From this thesis, the researcher concluded that implementing and adopting teleworking can provide lots of benefits to people with disabilities, and it can overcome the barriers such as transportation and medical limitations.

### **21. Gani and Toleman (2006)**

**"Success factors and barriers to telework adoption in E- business in Australia and Singapore: the influence of culture and organizational culture"**

This qualitative study used interview methods to know the success and barriers in adapting telework. There were 16 interviewees who participated and they showed different outcomes according to culture differences and work-related values.

The major findings were that all cases faced barriers in the initial stages, yet there where success after that. All cases mentioned that the culture was a barrier. Also this study pointed another barrier which is employee expectations. The barriers vary from one case to another, according to several culture differences.

Based on the future recommendation, the researchers encourage making a study for companies from within the country which have different background because this kind of research will provide an interesting perspective on the local companies with its own successes and barriers.

**22. Walker (2006)**

**"Agencies Could Improve Planning for Telework during Disruptions"**

The purpose of the study is to discuss how agencies are addressing the use of telework in their continuity planning. The study is done for the government to ensure that the essential services are available in emergencies and for the federal agencies to develop the continuity of operations (COOP) plans.

This study examined how telework could be applied and it was found that nine employees out of twenty three are ready to telework during a COOP event. Yet among the same number of employees, none of them demonstrated that it could have adequate technological capacity to telework during an emergency.

**23. West and Anderson (2005)**

**"Telework and employees with disabilities: Accommodation and funding options"**

This study tries to explain telework and its use as an accommodation for the incapable employees. The researchers did two case studies to find out the positive side in using telework as an accommodation for employees with disabilities.

The researchers found that it is important for an organization to have diverse alternatives for the employees which will help in increasing the number of the potential employees involving employees who have disabilities. It's concluded that telework is not a solution of unemployment and underemployment of persons with disabilities, yet, telecommuting can be considered as an attractive work option for so many people, including those with disabilities, but it must be taken into consideration the environmental conditions of each individual.

**24. Hunton (2005)**

**"Behavioral Self-Regulation of Telework Locations: Interrupting Interruptions!"**

This study sought to examine the impact of alternative telework strategies on professional and personal outcomes.

The research is grounded in self-determination theory and involves a longitudinal field experiment that takes place over a six-month period. The experiment used archival data to roadway telework locations, task interruptions, task performance, and employee retention of 160 employees in the accounting division of a national health care organization. The investigation employs the experience sampling method (ESM) to record salient psychological states in the natural settings of work and home.

Analyses of this paper were based on the 160 post-attrition participants. After using the manipulation-check questions, the experimental treatments were considered successful.

The main finding is the considerable influence of task interruptions at work and home. Study participants insisted that their primary motivation for desiring telework was to improve their work-home life balance. This finding contributes knowledge and understanding to extant telework literature.

Conclusion from this paper is that suggests that working completely at home is not a good policy for companies or employees.

**25. Schweitzer and Duxbury (2004)**

**"Benchmarking the Use of Telework Arrangements in Canada"**

The objective of the paper is to give a current benchmark of the use of telework arrangements in Canada in the years 1999 and 2001 using a large, representative national sample, including data from both the employer and

employee point of view. The paper used data collected in 1999 and 2001 from over 20,000 employees and 6,300 workplaces.

The findings from the study suggest a number of ways of research that may be particularly beneficial to academics that wish to understand the adoption of innovative employment practices such as telework, yet in a theoretical way. The study supports the idea that there are several different types of teleworkers and that this is not a homogeneous group according to sector, job types, qualifications, and motivations for teleworking. Also, the study identified two phenomena that appear to be quite common in Canada: guerrilla telework and other-site work.

The researcher can conclude that the research studies the reasons that make organizations adopt telework practices.

### **3.3 Comments and Conclusion:**

This study is the first one according the knowledge of the researcher which is done on the influential factors affecting applying telework in Palestine particularly in Gaza strip,

In addition, the variables which this study focuses on, are not mentioned as a set in one of the previous studies. The previous studies' researchers mentioned the variables but here the researcher takes the most important variables that affected the applying telework successfully in Gaza strip. These variables are: management of technology, organization culture, and nature of work, individual skills, and social responsibilities.

This study is the first study views the factors affecting successfully applying telework program in Gaza strip, which takes in consideration Privacy conditions of Gaza strip because it's suffering from the siege. All previous studies focused at most on one or two factors that affecting applying telework. Others focused on the telework program as general topics. But this research

focuses on the factors affecting successfully applying telework program in Palestine which means that it's more specialized research.

This study shares the study of Major, Verive and Joice (2008) and the study of Mello (2007) in studying the variety variable. The Social responsibilities effect was studying on the study of Galvez, Martinez and Perez (2012), Marsh and Musson (2007) and on the study of Sakamoto and Spinks (2008). It also meets with the study of Shaemi, Kazemi and Vakili (2011) in studying the nature of work effects, and the study of Taskin and Bridoux (2010) in studying the management of technology effects. The individual characteristic was studied on the study of Weisberg and Porell (2010) and on the study of Paridon and Hupke (2009). Studies of Forgacs (2010), Hunton and Norman (2010) and Peters, Bleijenbergh, Oldenkamp (2009) studied the importance role of organization culture on applying telework program.

In conclusion, large number of previous literature indicated increase importance of studying teleworking program and the factors that affecting on successfully applying its. However, the factors that affecting on successfully applying telework have not been fully investigated in Palestine. The researcher hopes that this study will fill the gap and examine the factors that affecting on successfully applying telework and its importance to advice all associations in Gaza strip to expand its business to apply telework program and to learn from the Work without Borders & Medad cases in this subject.

**Chapter Four: Research Methodology**

**CHAPTER OUTLINE**

4.1 Introduction

4.2 Research Methodology

4.3 Population & Sample

4.4 Research Instruments

4.5 Study Application Procedures

4.6 Statistical Analysis

4.7 Statistical analysis Tools

4.8 Validity & Reliability of the Study Instruments

## 4.1 Introduction

This chapter addresses the study methodology and detailed procedures. It includes the research design, population and sample, research Instrument, variables measurement, reliability and validity of the instrument, scoring techniques, data-gathering procedures, and the procedure of statistical analysis.

## 4.2 Research Methodology

This study follows the analytical statistical approach, which is considered as the most used in business and social studies. The researcher followed the qualitative-quantitative methodology where she targeted some of the local Palestinian Teleworks companies with questionnaire in addition to deep literature review of previous studies.

### 4.2.1 Duration of the Study

The study has been conducted on the period of March 2013 – February 2014.

### 4.2.2 Place of the Study

The study was applied on the work without borders and Medad associations in Gaza strip.

### 4.2.3 Secondary Data

The researcher has used plenty of secondary data resources to justify the problem and gain maximum information regarding the application of telework in Gaza strip. The used secondary included:

1. Scientific journals and academic magazines such as Research Management, and Research administration journals.
2. Thesis and dissertations accessed through the universities' libraries.
3. Text books and research papers.

4. Interviews: It is used to gather both reliable and valid data relative to the study objectives and help to answer the research questions.
5. Internal documents of the investigated companies such as annual reports, news.
6. Internet articles and websites.

The researcher tried her best to obtain the mentioned data; but she could not find any written study in Arabic regarding the research topic.

#### **4.2.4 Primary Data**

The primary data is information that was collected through questionnaire survey. Survey: Survey is defined as "investigation of the opinions, behavior, etc. of a particular group of people, which is usually done by asking them questions" (Oxford Advance Learners Dictionary, 2007).

### **4.3 Population & Sample**

Study target group are Work without Borders and Medad companies. The researcher targeted 53 employees, who represent the total number of telework employees in both companies. Because the number of the target group is few, the researcher used the whole target group as the study sample. The researcher distributed 53 questionnaires and retrieved 50.

### **4.4 Research Instruments**

The study was conducted using a self-structured questionnaire as a research instruments.

Initially the questionnaire was developed by the researcher in Arabic (Appendix A) and reviewed by 8 experts (Appendix B) in the field of business administration. After modification of the questionnaire according to the experts' recommendations it was distributed to the employees who are working in the investigated companies. A cover letter explaining the purpose of the



questionnaire, the aim of the study and the privacy of information has been provided to the questionnaire in order to encourage more responses. The questionnaire has been translated into English for documentation purposes (Appendix C).

The questionnaire was composed of two main parts:

**Part I:** demographic information: gender, age, educational degree, type of employment contract and Field of work

**Part II:** includes 35 paragraphs grouped in 5 sections that include questions about:

1. Management of technology
2. Social responsibility
3. Nature of job
4. Individual skills
5. Organizational culture.

### 4.5 Study Application Procedures

The researcher performed the following main procedures for study application:

1. Developing initial questionnaire for data collection and analysis
2. Evaluating the questionnaire by different experts regarding the study subject and questionnaire preparation process.
3. Modifying the questionnaire according to the experts' recommendations.
4. Distributing the questionnaire to the study population to collect data for the study. About 53 questionnaires were distributed to the research population and 50 questionnaires were received
5. Conducting data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.
6. Analyzing the collected data and giving suggestions & recommendations.

## 4.6 Statistical Analysis

In this study the researcher used the numerical scale 1-5 as data measurement, where: 5 correspond to a strong agreement with the statement, and it gradually decreased until 1 that indicates the very low agreement with the statement.

Item	<i>Strongly agree</i>	<i>highly agree</i>	<i>Moderately agree</i>	<i>less agree</i>	<i>very less agree</i>
<b>Scale</b>	5	4	3	2	1

In order to extract information from collected data, different statistical analysis tests will be utilized. Parametric tests or non-parametric statistical tests were used. Identification of the statistical tests types depends on testing the normality of the collected data; if the collected data is normally distributed, parametric test was used. On the other hand, non-parametric tests would be used, if the collected data was non-normally distributed. In the following sub-section, normality test will be applied to identify the type of the statistical tests.

### 4.6.1 Test of Normality

The Central Limit Theorem states that for sample sizes sufficiently large (greater than 30), the shape of the distribution of the sample means obtained from any population (distribution) will approach a normal distribution (Klemens, 2008).

The number of the respondents equals 50 which is large enough to consider the shape of the data distribution approaching normal distribution. Thus the researcher can use parametric tests to perform all required computations to test the study hypothesizes and answering its questions.

### 4.6.2 Test of Normality for each field:

Table (4.6-2) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.6-2), the p-value for each field is greater than 0.05 level of

significance, then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

**Table (4.6-2):** Kolmogorov-Smirnov test

<b>Field</b>	<b>Kolmogorov-Smirnov</b>	
	<b>Statistic</b>	<b>P-value</b>
Management of technology in the field of teleworking	<b>0.765</b>	<b>0.602</b>
Effect of social responsibility concept on the field of teleworking	<b>1.255</b>	<b>0.086</b>
The effect of organization's culture on the success of applying teleworking	<b>0.641</b>	<b>0.806</b>
Individual skills and their effect on teleworking	<b>0.925</b>	<b>0.360</b>
The nature of job and its effect on teleworking	<b>0.883</b>	<b>0.417</b>
<b>All paragraphs of the questionnaire</b>	<b>1.159</b>	<b>0.136</b>

#### **4.7 Statistical analysis Tools**

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- Kolmogorov-Smirnov test of normality.
- Pearson correlation coefficient for Validity.
- Cronbach's Alpha for Reliability Statistics.
- Frequency and Descriptive analysis.
- Parametric Tests (One-sample T test, Independent Samples T-test, Analysis of Variance).

**T-test** is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, then the mean of a

paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance, then the mean a paragraph is insignificantly different from a hypothesized value 3.

The **Independent Samples T-test** is used to examine if there is a statistical significant difference between two means among the respondents toward -The Influential Factors Affecting Applying Telework in Palestine due to personal characteristics such as: Gender, Age and Job type.

The **One- Way Analysis of Variance (ANOVA)** is used to examine if there is a statistical significant difference between several means among the respondents toward The Influential Factors Affecting Applying Telework in Palestine due to personal characteristics such as: Academic qualification and Field of work.

### **4.8 Validity & Reliability of the Study Instruments**

Validity of the instrument refers to the degree to which the instrument measure what it supposed to measure. Whereas the reliability of the instrument refers to the consistency in the obtained results if the same measures has been used in different occasions or applied on different participants (Easterby-Smith, Thorpe, & Lowe, 2002). There are many instruments that could be used to evaluate the study tool; in this study content validity and statistical validity were used to evaluate instrument validity.

#### **4.8.1 Internal Validity**

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured the correlation coefficients between each paragraph in one field and the whole field.

Table (4.8-1) clarifies the correlation coefficient for each paragraph of the "Management of technology in the field of teleworking" and the total of this field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table 4.8-1:** Correlation coefficient of each paragraph of "Management of technology in the field of teleworking" and the total of this field.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I follow the technological developments that will help me to achieve and accomplish my job targets as soon as possible, and with less expenses	.366	0.004*
2.	Workplace is equipped with modern means of communication, in addition to the required equipment's to be complete	.662	0.000*
3.	I follow the technological development to discover the new technologies that help me complete my work better	.420	0.001*
4.	I use mobile computers to manage information and accomplish my work in any place I work in	.265	0.032*
5.	Increase the rate of speed of the Internet, helps in spreading the idea of distance working in Gaza strip	.541	0.000*
6.	When Intermediary companies like "Work without borders co." and "Midad Co." create suitable electronic environment, they contribute in applying "Distance working"	.530	0.000*
7.	Technological possibilities available in Gaza Strip, commensurate with the requirements of Distance working	.685	0.000*

\* Correlation is significant at the 0.05 level

Table (4.8-2) clarifies the correlation coefficient for each paragraph of the "Effect of social responsibility concept on the field of teleworking" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table 4.8-2:** Correlation coefficient of each paragraph of "Effect of social responsibility concept on the field of teleworking" and the total of this field.

No.	Paragraph	Pearson Correlation Coefficient	P- Value (Sig.)
1.	Distance working enhances woman's efforts to maintain best balance between personal, house duties and professional obligations	<b>.438</b>	<b>0.001*</b>
2.	The company's interest in community service contributes instrengthening its position and increasing its profits	<b>.826</b>	<b>0.000*</b>
3.	Commitment of the institution in which you work towards the community, contributes in supporting the idea of distance working	<b>.710</b>	<b>0.000*</b>
4.	The mission and objectives of the company in which I work is compatible with community targets, thereby contributes in developing the field of teleworking	<b>.730</b>	<b>0.000*</b>
5.	The company I work in seeks to reduce the unemployment rate in the community through teleworking	<b>.725</b>	<b>0.000*</b>
6.	The companies' commitment to execute agreements and contracts with distance workers is an indication of the strength of distance work system in the company	<b>.815</b>	<b>0.000*</b>
7.	The urgent need for the employment of those with special needs contributes in spreading the idea of teleworking	<b>.698</b>	<b>0.000*</b>

\* Correlation is significant at the 0.05 level

Table (4.8-3) clarifies the correlation coefficient for each paragraph of the "The effect of organization's culture on the success of applying teleworking" and the total of this field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table 4.8-3:** Correlation coefficient of each paragraph of "The effect of organization's culture on the success of applying teleworking" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The company allows employees to share new ideas and knowledge in several ways	<b>.879</b>	<b>0.000*</b>
2.	The company which I work in supports the employees to electronically exchange stories of success and innovation	<b>.828</b>	<b>0.000*</b>
3.	Company managers adopt the idea of renewing methods of work performance to suit zeitgeist, therefore they contribute in enhancing the concept of teleworking	<b>.885</b>	<b>0.000*</b>
4.	Company workers enjoy perception and awareness of the nature and concept of teleworking	<b>.738</b>	<b>0.000*</b>
5.	Wage and incentives policy followed in my company is considered fair	<b>.797</b>	<b>0.000*</b>
6.	The company I work in is adopting a positive organizational culture towards woman distance working which contributes in supporting community	<b>.692</b>	<b>0.000*</b>
7.	Culture of human interaction to automated interaction- orientation helps in spreading the idea of teleworking in Gaza strip	<b>.514</b>	<b>0.000*</b>

\* Correlation is significant at the 0.05 level

Table (4.8-4) clarifies the correlation coefficient for each paragraph of the "Individual skills and their effect on teleworking" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table 4.8-4:** Correlation coefficient of each paragraph of "Individual skills and their effect on teleworking" and the total of this field.

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	When the employee enjoys "innovation and creativity", this will help in the continuation of his teleworking	<b>.651</b>	<b>0.000*</b>
2.	When the employee enjoys the required skills to execute telework, the time needed to accomplish work will be reduced	<b>.671</b>	<b>0.000*</b>
3.	I have a technical skill that suits the requirements of the distance job I have	<b>.429</b>	<b>0.001*</b>
4.	The skill of time management effectively helps in developing time schedules in the institute that practice teleworking	<b>.644</b>	<b>0.000*</b>
5.	Teleworking requires the skill of group working amongthe employee team	<b>.532</b>	<b>0.000*</b>
6.	Teleworkers need to have the skill of hard work under pressure and the ability of endurance in an environment of limited capabilities like Gaza strip	<b>.580</b>	<b>0.000*</b>
7.	The efficiency of the employee's skills is a key factor in continuity of teleworking	<b>.716</b>	<b>0.000*</b>

\* Correlation is significant at the 0.05 level



Table (4.8-5) clarifies the correlation coefficient for each paragraph of the "nature of job and its effect on teleworking" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table 4.8-5:** Correlation coefficient of each paragraph of "The nature of job and its effect on teleworking" and the total of this field.

No.	Paragraph	Pearson Correlation Coefficient	P- Value (Sig.)
1.	My job depends on independent individual effort more than common group effort	<b>.509</b>	<b>0.000*</b>
2.	My job only depends on the resources in the work office, and does not need external resources	<b>.597</b>	<b>0.000*</b>
3.	My profession practice needs special equipment's which cannot be provided in mobile work environment or in house	<b>.421</b>	<b>0.001*</b>
4.	Doing my job requires prior permission from the senior management before I do the task	<b>.581</b>	<b>0.000*</b>
5.	I can use electronic programs and data bases related to the company while teleworking	<b>.524</b>	<b>0.000*</b>
6.	I can easily reach electronic company system while teleworking	<b>.550</b>	<b>0.000*</b>
7.	The mobile work environment in house or in any mobile office is suitable and appropriate for work conditions and permanently	<b>.564</b>	<b>0.000*</b>

\* Correlation is significant at the 0.05 level

### 4.8.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8-6) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

**Table 4.8-6:** Correlation coefficient of each field and the whole of questionnaire.

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Management of technology in the field of teleworking	.620	0.000*
2.	Effect of social responsibility concept on the field of teleworking	.858	0.000*
3.	The effect of organization's culture on the success of applying teleworking	.782	0.000*
4.	Individual skills and their effect on teleworking	.667	0.000*
5.	The nature of job and its effect on teleworking	.509	0.000*

\* Correlation is significant at the 0.05 level

### **4.8.3 Questionnaire Reliability**

The questionnaire reliability was measured by applying Cronbach's Alpha test on the questionnaire fields. This test is used to measure the reliability of the questionnaire fields and the mean of the whole fields of the questionnaire. The value of Cronbach's Alpha coefficient lies between 0.0 and + 1.0, the higher the value of Cronbach's Alpha coefficient the higher the reliability of the measured items and it equals square root of the Cronbach's Alpha coefficient.

The resultant value of Cronbach's Alpha coefficient of each field is as shown in Table (4.8-7) Cronbach's Alpha for each field of the questionnaire and the entire field. The values of Cronbach's Alpha coefficient range from 0.512 and 0.884 this range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.876 for the entire questionnaire which indicates excellent reliability value for the entire questionnaire.

**Table 4.8-7:** Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
<b>1.</b>	Management of technology in the field of teleworking	<b>0.512</b>
<b>2.</b>	Effect of social responsibility concept on the field of teleworking	<b>0.857</b>
<b>3.</b>	The effect of organization's culture on the success of applying teleworking	<b>0.884</b>
<b>4.</b>	Individual skills and their effect on teleworking	<b>0.672</b>
<b>5.</b>	The nature of job and its effect on teleworking	<b>0.573</b>
<b>6.</b>	All paragraphs of the questionnaire	<b>0.876</b>

Thereby, it can be said that the researcher proved that the questionnaire was valid, and reliable.

**Chapter Five: Findings & Discussion**

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**CHAPTER OUTLINE**

5.1 Introduction

5.2 Part I: Respondents Characteristics

5.3 Part II: Statistical Analysis for the Questionnaire Fields

## 5.1 Introduction

This chapter includes detailed description of the findings resulted from applying the statistical tests on the collected data from the questionnaires. The collected data of the respondents will be presented and the findings will be described and discussed in three main parts:

- The first part will tackle the analysis of the demographic information of the questionnaire respondents.
- The second part will apply the statistical tests indicated in section 4.7: (Statistical Analysis on the collected data from questionnaire respondents). The overall results will be compared with the previous studies results.
- The third part will testify the study hypothesis. The findings of this test will be discussed and compared with previous studies results.

## 5.2 Part I: Respondents Characteristics

In this section, the researcher describes and analyzes the respondents personal characteristics (gender, age, educational degree, type of employment contract, field of work)

### 5.2.1 Personal Characteristics

Personal characteristics of the study respondents include five items: gender, age, educational degree, type of employment contract, field of work. Each one of them is described and analyzed separately.

### 5.2.1.1 Gender

As shown in Table 5.2-1 the respondent's gender distribution shows the dominance of male respondents on the sample as it constituted 78.0% of the total respondents. This can be interpreted as women constitute very low percentage of the total teleworkers in Gaza strip.

**Table (5.2-1):** The respondent's gender distribution

Gender	Frequency	Percent
Male	39	78.0
Female	11	22.0
Total	50	100.0

This finding stands in sharp contrast to the widespread opinion that teleworkers are predominantly female. But it agrees with the study of Davis and Polonko (2001) which shows that three out of four teleworkers are male. This result also confirms the result of Peters, Tijdens and Wetzels (2001) who found that men are more often teleworking.

### 5.2.1.2 Age

According to Table 5.2-2 the respondent's age distribution reveals a shift toward younger respondents. The mentioned age's distribution as following:

The majority of the respondents are between 20 to fewer than 30 years aged and this represents 78.0%. 22.0% of respondents have ages between 30 to fewer than 40.

**Table 5.2-2:** The respondent's age distribution

Age	Frequency	Percent
less than 20	-	-
20 to under 30	39	78%
30 to under 40	11	22%
40 to under 50	-	-
50 and more	-	-
Total	50	100%

This finding agrees with Peters, Tijdens and Wetzels (2001) study analyzing the effect of age on applying teleworking, which shows that as age increases the likelihood to telework decreases.

This can be explained in that teleworking requires energy and enthusiasm to be engaged in teleworking system which is more present in young people more than older ones.

### 5.2.1.3 Educational Degree

Table 5.2-3 Educational Degree Distribution of Respondents shows that all Respondents hold a higher education degree which was distributed as following: 12.0% of the respondents hold "diploma ", 82.0% "Bachelor's degree" and 6.0% "Master degree".

**Table 5.2-3:** Educational Degree Distribution of Respondents

Academic qualification	Frequency	Percent
General secondary school	-	-
average diploma	6	12.0
Bachelor	41	82.0
Masters	3	6.0
PhD and above	-	-
Total	50	100.0

The result shows that most interested individuals in teleworking have Bachelor degrees. Those percentages reflect nearby the same distribution of the graduates from the above mentioned programs according to report of Ministry of Planning and Foreign Affairs (2012). Teleworking requires knowledge, experience and skills which is present in those graduates. It is consistent with the study from Peters, Tijdens and Wetzels (2001) who concluded that when education or job level is used as an indicator, the well-educated and managerial employees are found to be more likely to practice teleworking.

#### 5.2.1.4 Type of Employment Contract

According to Table 5.2-4 Type of Employment Contract Distribution of Respondents the majority of respondents has temporary work contract in companies.

**Table 5.2-4:** Type of Employment Contract Distribution of Respondents

Job type	Frequency	Percent
Permanent contract	11	22.0
temporary contract	39	78.0
Total	50	100.0

This result can be explained by the nature of teleworking itself in that it is a flexible job with no fixed work hours and work place and most of workers use teleworking as additional source for income to improve their financial status. Additionally to be able to hold in the increasing competition in the market the companies apply renewal of human resources permanently in search of better qualifications.

#### 5.2.1.5 Field of work

According to Table 5.2-5: Type of Work Field Distribution of Respondents the sample members varied according to the nature of the job as the following:



- 34.0% of telework employees work in translation field.
- Programming and design came in the second place with equal percentages (22.0%).
- Third place was for distance consultancy (8.0%).
- Final category was journalism (6.0%).

**Table 5.2-5:** Type of Work Field Distribution of Respondents

Field of work	Frequency	Percent
Journalism and writing	3	6.0
Computer programming and information technology	11	22.0
Designing and graphics	11	22.0
Distance consulting	4	8.0
Translation	17	34.0
Other	4	8.0
Total	50	100.0

In the opinion of the researcher this percentage reflects the supply and demand distribution in Gaza strip. There are plenty graduates from linguistic faculties in Gaza universities and the above mentioned jobs don't require complicated logistics and which is not available in Gaza because of the political situation so the most teleworker in Gaza strip tend to work in jobs which can be done with minimal equipment.

### **5.3 Part II: Statistical Analysis for the Questionnaire Fields**

In this section, the researcher describes the collected data from the second part of questionnaire. These findings will be discussed and interpreted to answer the study questions and testify its hypothesis. Moreover, the study findings will be compared to the previous studies findings identifying the differences and similarities and explain the reasons for each field's.

### 5.3.1 First Field: Management of technology

Table 5.3-1: Means and Test values for of each item of the management of technology field, shows the following results:

The mean of paragraph No.4 “I use mobile computers to manage information and accomplish my work in any place I work in” equals 4.44 (88.8%), Test-value = 12.54, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents strongly agree to this paragraph.

The mean of paragraph No.7 “Technological possibilities available in Gaza Strip, commensurate with the requirements of teleworking” equals 2.48 (49.6%), Test-value = -2.98, and P-value = 0.002 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. It is concluded that the respondents less agree to this paragraph.

The mean of the field “Management of technology in the field of teleworking” equals 3.93 (78.7%), Test-value = 14.71, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to field of “Management of technology in the field of teleworking ”.

**Table (5.3-1):** Means and Test values for “Management of technology in the field of teleworking”

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
<b>1.</b>	I follow the technological developments that will help me to achieve and accomplish my job targets as soon as possible, and with less expenses	<b>4.22</b>	<b>84.4</b>	<b>11.30</b>	<b>0.000*</b>	<b>4</b>
<b>2.</b>	Workplace is equipped with modern means of communication, in addition to the required equipment's to be complete	<b>3.80</b>	<b>76.0</b>	<b>6.60</b>	<b>0.000*</b>	<b>6</b>
<b>3.</b>	I follow the technological development to discover the new technologies that help me complete my work better	<b>4.30</b>	<b>86.0</b>	<b>13.57</b>	<b>0.000*</b>	<b>3</b>
<b>4.</b>	I use mobile computers to manage information and accomplish my work in any place I work in	<b>4.44</b>	<b>88.8</b>	<b>12.54</b>	<b>0.000*</b>	<b>1</b>
<b>5.</b>	Increase the rate of speed of the Internet, helps in spreading the idea of distance working in Gaza strip	<b>4.32</b>	<b>86.4</b>	<b>11.06</b>	<b>0.000*</b>	<b>2</b>
<b>6.</b>	When Intermediary companies like "Work without borders co." and "Midad Co." create suitable electronic environment, they contribute in applying "Distance working"	<b>3.98</b>	<b>79.6</b>	<b>7.40</b>	<b>0.000*</b>	<b>5</b>
<b>7.</b>	Technological possibilities available in Gaza Strip, commensurate with the requirements of Distance working	<b>2.48</b>	<b>49.6</b>	<b>-2.98</b>	<b>0.002*</b>	<b>7</b>
<b>8.</b>	All paragraphs of the field	<b>3.93</b>	<b>78.7</b>	<b>14.71</b>	<b>0.000*</b>	

\* The mean is significantly different from 3

For the assumption that got the higher (agree) percentage, this reflects the high level of ability available in Gaza teleworker to deal with information technology and its equipment. Such result matched studies of (Bélanger, Allport, 2007) and (Baker, Moon and Ward, 2006), which focused on technological skills and their role in developing the concept of telework and commutation with outside from any place compatible with the job nature. On the other hand teleworking in Gaza Strip is negatively affected by the lack of logistic infrastructure for telework resulting from the prolonged siege and occupation policy. This made the widespreading of telework in Gaza strip insufficient.

In general, information technology plays a significant role in developing telework concept. To achieve this two different aspects have to be taken in consideration. The first is the human recourses which is plenty available in Gaza strip through different higher education programs at Gaza universities (Report of Ministry of Planning and Foreign Affairs 2012), but the other aspect is the infrastructure for information technology which is very defective in Gaza strip due to siege .

### 5.3.2 Second Field: Social responsibilities

Table 5.3-2: Means and Test values for of each item of the Social responsibilities field, shows the following results:

The mean of paragraph No.3 “Commitment of the institution in which I work towards the community, contributes in supporting the idea of distance working” equals 4.08 (81.6%), Test-value = 9.81, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents strongly agree to this paragraph.

The mean of paragraph No.4 “The mission and objectives of the company in which I work is compatible with community targets, thereby contributes in developing the field of teleworking” equals 3.74 (74.8%), Test-value = 5.31, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to this paragraph.

The mean of the field “Effect of social responsibility concept on the field of teleworking” equals 3.87 (77.4%), Test-value= 10.61, and P-value=0.000 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to field of “Effect of social responsibility concept on the field of teleworking ”.

**Table (5.3-2):** Means and Test values for “Effect of social responsibility concept on the field of teleworking”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Distance working enhances woman's efforts to maintain best balance between personal, house duties and professional obligations	4.00	80.0	9.35	0.000*	3
2.	The company's interest in community service contributes in strengthening its position and increasing its profits	4.08	81.6	8.71	0.000*	2
3.	Commitment of the institution in which you work towards the community, contributes in supporting the idea of distance working	4.08	81.6	9.81	0.000*	1
4.	The mission and objectives of the company in which I work is compatible with community targets, thereby contributes in developing the field of teleworking	3.74	74.8	5.31	0.000*	7
5.	The company I work in seeks to reduce the unemployment rate in the community through teleworking	3.78	75.6	5.66	0.000*	6
6.	The companies' commitment to execute agreements and contracts with distance workers is an indication of the strength of distance work system in the company	3.98	79.6	7.58	0.000*	4
7.	The urgent need for the employment of those with special needs contributes in spreading the idea of teleworking	3.88	77.6	6.95	0.000*	5
	All paragraphs of the field	3.87	77.4	10.61	0.000*	

\* The mean is significantly different from 3

For the assumption that got the higher (agree) percentage, this emphasizes that the teleworker belief in the social role which the telework companies play. The political situation and the siege imposed on the Gaza Strip, which led to many social problems like unemployment and lack of job opportunities, prompted many of the local institutions to search for innovative solutions to existing problems, making these institutions play an important role in community service. Teleworking is one of the creative solutions to break the blockade and provide job opportunities for graduates in particular who are working in the field of computer and information technology creating a link between Gaza and foreign companies.

The contradiction which may appear between previous point and the assumption with lowest agreement could be explained in that most of the telework companies in Gaza were not full aware to their social role as they were established. The message and the aim of Gaza Strip companies basically rely on profits to fulfil continuity in the market. It is noticeable that teleworkers consider the message and the aims of telework companies as a work opportunity only, and they do not promote telework concept. This finding contradicts the results of a study of (Mello, 2007), as it stressed that telework companies should work on two sides, gain profits and fulfil the social responsibility, and not marginalize it. In addition, employees should not feel that the company, they work for, does not contribute in society development.

Generally, the success of telework companies is directly linked to the awareness of their social responsibility. To achieve the greatest success possible these companies have to sensitize their employees about the vision and goals of the companies and their relation to social responsibility (Sakamoto, Spinks, 2008).

### 5.3.3 Third Field: Organization culture

Table 5.3-3: Means and Test values for of each item of the Organization culture field, shows the following results:

The mean of paragraph No.7 “Culture of human interaction to automated interaction- orientation helps in spreading the idea of teleworking in Gaza strip” equals 3.98 (79.6%), Test-value = 6.79, and P-value = 0.000 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph No.5 “Wage and incentives policy followed in my company is considered fair” equals 3.08 (61.6%), Test-value = 0.43, and P-value = 0.334 which is greater than the level of significance  $\alpha=0.05$ . Then the mean of this paragraph is insignificantly different from the hypothesized value 3. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the field “The effect of organization's culture on the success of applying teleworking” equals 3.42 (68.3%), Test-value = 3.22, and P-value=0.001 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to field of “The effect of organization's culture on the success of applying teleworking”.

**Table (5.3-3):** Means and Test values for “The effect of organization's culture on the success of applying teleworking”

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
<b>1.</b>	The company allows employees to share new ideas and knowledge in several ways	<b>3.32</b>	<b>66.4</b>	<b>1.81</b>	<b>0.038*</b>	<b>4</b>
<b>2.</b>	The company which I work in supports the employees to electronically exchange stories of success and innovation	<b>3.18</b>	<b>63.6</b>	<b>0.99</b>	<b>0.164</b>	<b>6</b>
<b>3.</b>	Company managers adopt the idea of renewing methods of work performance to suit zeitgeist, therefore they contribute in enhancing the concept of teleworking	<b>3.46</b>	<b>69.2</b>	<b>2.64</b>	<b>0.006*</b>	<b>3</b>
<b>4.</b>	Company workers enjoy perception and awareness of the nature and concept of teleworking	<b>3.68</b>	<b>73.6</b>	<b>4.24</b>	<b>0.000*</b>	<b>2</b>
<b>5.</b>	Wage and incentives policy followed in my company is considered fair	<b>3.08</b>	<b>61.6</b>	<b>0.43</b>	<b>0.334</b>	<b>7</b>
<b>6.</b>	The company I work in is adopting a positive organizational culture towards woman distance working which contributes in supporting community	<b>3.22</b>	<b>64.4</b>	<b>1.42</b>	<b>0.081</b>	<b>5</b>
<b>7.</b>	Culture of human interaction to automated interaction- orientation helps in spreading the idea of teleworking in Gaza strip	<b>3.98</b>	<b>79.6</b>	<b>6.79</b>	<b>0.000*</b>	<b>1</b>
<b>8.</b>	All paragraphs of the field	<b>3.42</b>	<b>68.3</b>	<b>3.22</b>	<b>0.001*</b>	

\* The mean is significantly different from 3

Noteworthy that technological advancement in Gaza has changed the culture of the society as it started to tend to electronic interaction and communication. This contributed in spreading telework concept with foreign countries



especially in the presence of big need for employment opportunities to face the high rate of unemployment.

Since most teleworker are classified as part time worker this makes them less capable to benefit from the incentives and rewards offered by the companies working in the field, which is reflected in the dissatisfaction for salaries and financial incentives offered by the companies.

In general, there is a direct relation between telework and its application and institutions culture. In this regard, (GÁLVEZ, MARTÍNEZ, PÉREZ, 2012) study supported this idea along with (Peters, Bleijenbergh, Oldenkamp, 2009) study. The two studies found that there are connections between spread of telework and culture of the institution including vision and organizational objectives. Study of (Major, Verive, Joice, 2008) stressed that institutions should consider their culture, as a crucial factor, to fit the needs of telework to achieve aspired success.

#### 5.3.4 Fourth Field: Individual skills

Table 5.3-4: Means and Test values for of each item of the Individual skills field, shows the following results:

The mean of paragraph No.6 “Teleworkers need to have the skill of hard work under pressure and the ability of endurance in an environment of limited capabilities like Gaza strip” equals 4.50 (90.0%), Test-value = 14.42, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents strongly agree to this paragraph.

The mean of paragraph No.5 “Teleworking requires the skill of group working among the employee team” equals 3.00 (60.0%), Test-value = 0.00, and P-value = 0.500 which is greater than the level of significance  $\alpha = 0.05$ . Then the

mean of this paragraph is insignificantly different from the hypothesized value 3. It is concluded that the respondents (Do not know, neutral) to this paragraph.

The mean of the field “Individual skills and their effect on teleworking” equals 4.09 (81.8%), Test-value = 14.16, and P-value=0.000 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It is concluded that the respondents strongly agree to field of “Individual skills and their effect on teleworking ”.

**Table (5.3-4):** Means and Test values for “Individual skills and their effect on teleworking”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	When the employee enjoys "innovation and creativity", this will help in the continuation of his teleworking	4.14	82.8	8.32	0.000*	5
2.	When the employee enjoys the required skills to execute telework, the time needed to accomplish work will be reduced	4.28	85.6	12.41	0.000*	4
3.	I have a technical skill that suits the requirements of the distance job I have	4.30	86.0	14.21	0.000*	3
4.	The skill of time management effectively helps in developing time schedules in the institute that practice teleworking	4.00	80.0	8.25	0.000*	6
5.	Teleworking requires the skill of group working among the employee team	3.00	60.0	0.00	0.500	7
6.	Teleworkers need to have the skill of hard work under pressure and the ability of endurance in an environment of limited capabilities like Gaza strip	4.50	90.0	14.42	0.000*	1
7.	The efficiency of the employee's skills is a key factor in continuity of teleworking	4.40	88.0	10.96	0.000*	2
8.	All paragraphs of the field	4.09	81.8	14.16	0.000*	

\* The mean is significantly different from 3

It is noticed that respondents strongly agreed that teleworkers need skills of persistence work under pressure and ability to stand in an environment with limited resources as in the Gaza Strip. This can be attributed to the higher need for special skills and technological capabilities needed by teleworkers to be able to deal with equipment to accomplish targeted jobs. This is more obvious in Gaza Strip because of the prolonged siege resulting in lack of essential logistics needed for daily life activities. This makes achievement of telework in Gaza strip more complicated than in other countries.

On the other hand, respondents disagreed that telework requires teamwork. This can be explained that telework in Gaza is newly established and the asked tasks are still simple in nature and mostly can be done by individuals independently without the need for teamwork and that work contracts are made with individuals not with groups or institutions.

In general, the agreement of most of the respondents that personal skills affect telework agrees with the study done by (DOBRESCU and others,2010) which stated that telework requires unusual skills, not like those usual or routine skills needed in office work.

### **5.3.5 Fifth Field: Nature of work**

Table 5.3-5: Means and Test values for of each item of the Nature of work field, shows the following results:

The mean of paragraph No.1 “My job depends on independent individual effort more than common group effort” equals 4.02 (80.4%), Test-value = 6.47, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It is concluded that the respondents strongly agree to this paragraph.

The mean of paragraph No.3 “My profession practice needs special equipment's which cannot be provided in mobile work environment or in

house” equals 2.66 (53.2%), Test-value = -1.87, and P-value = 0.034 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. It is concluded that the respondents less agree to this paragraph.

The mean of the field “The nature of job and its effect on teleworking” equals 3.55 (71.1%), Test-value = 6.63, and P-value=0.000 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It is concluded that the respondents agreed to field of “The nature of job and its effect on teleworking”.

**Table (5.3-5): Means and Test values for “The nature of job and its effect on teleworking”**

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	My job depends on independent individual effort more than common group effort	4.02	80.4	6.47	0.000*	1
2.	My job only depends on the resources in the work office, and does not need external resources	3.52	70.4	3.16	0.001*	5
3.	My profession practice needs special equipment's which cannot be provided in mobile work environment or in house	2.66	53.2	1.87	0.034*	7
4.	Doing my job requires prior permission from the senior management before I do the task	3.92	78.4	5.31	0.000*	2
5.	I can use electronic programs and data bases related to the company while teleworking	3.38	67.6	2.52	0.008*	6
6.	I can easily reach electronic company system while teleworking	3.64	72.8	4.60	0.000*	4
7.	The mobile work environment in house or in any mobile office is suitable and appropriate for work conditions and permanently	3.74	74.8	5.68	0.000*	3
8.	All paragraphs of the field	3.55	71.1	6.63	0.000*	

\* The mean is significantly different from 3

It is noticed that respondents strongly agreed that their jobs require independent individual effort more than common group effort. This can be explained that nature of telework in Gaza strip is still simple and type of tasks done is in fields of programming and translation which mostly depends on individual effort rather than teamwork. On the other hand most contracts are done with individuals not with groups or institutions

Meanwhile, the simplicity of the nature of the telework available in Gaza Strip explains the disagreement of most respondents that their telework job requires special equipment, which are not available in mobile works or at home.

Generally, sample members strongly agreed that nature of the job has huge impact on applying telework concept and it is attributed to the variety of jobs in terms of simplicity, complexity and depending on technology in some cases such as; translation, programming and journalism. Moreover, each job has its own nature and required tools to implement it perfectly. This conclusion agrees with the study done by (Shaemi, and other .2011) which stated that , jobs that demand a physical presence are less appropriate, whereas the knowledge or information workers' jobs are typically suited for telecommuting.

### **5.3.6 Sixth Field: Relationship between Influential Factors and Telework**

Table (5.3-6) shows the mean of all paragraphs equals 3.78 (75.5%), Test-value =12.66, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of all paragraphs is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to all paragraphs.

**Table (5.3-6):** Means and Test values for all paragraphs

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Management of technology in the field of teleworking	3.93	78.7	14.71	0.000*	2
2.	Effect of social responsibility concept on the field of teleworking	3.87	77.4	10.61	0.000*	3
3.	The effect of organization's culture on the success of applying teleworking	3.42	68.3	3.22	0.001*	5
4.	Individual skills and their effect on teleworking	4.09	81.8	14.16	0.000*	1
5.	The nature of job and its effect on teleworking	3.55	71.1	6.63	0.000*	4
	<b>All paragraphs</b>	<b>3.78</b>	<b>75.5</b>	<b>12.66</b>	<b>0.000*</b>	

The result is expected due to the nature of answers and responses received. The respondents believe the influential factors that affect application of Telework in Palestine are management of technology, social responsibility, nature of job, individual skills and organizational culture.

### 5.3.7 Seven Filed: Influential Factors Affecting Applying Telework in Palestine "Due to Personal Characteristics"

Table (5.3-7) shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each Personal Characteristics, then there is insignificant difference in respondents' answers toward Influential Factors Affecting Applying Telework in Palestine. We conclude that the Personal Characteristics have no effect on Influential Factors Affecting Applying Telework in Palestine.

**Table (5.3-7):** Analysis of Variance and Independent Samples T-test for Personal Characteristics

No	Personal Characteristics	Test Name	Test Value	P-value (Sig.)
1.	Gender	Independent Samples T-test	<b>-0.263</b>	<b>0.794</b>
2.	Age	Independent Samples T-test	<b>0.280</b>	<b>0.781</b>
3.	Education degree	Analysis of Variance	<b>1.736</b>	<b>0.187</b>
4.	Type of employment contract	Independent Samples T-test	<b>0.656</b>	<b>0.515</b>
5.	Field of work	Analysis of Variance	<b>0.471</b>	<b>0.796</b>

The differences among the respondents' opinions, about Influential factors affecting applying telework in Palestine referred to the following personal characteristics (gender, age, education degree, type of employment contract and field of work), have no effect on the results of the study.

**Chapter Six: Conclusions & Recommendations**

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**CHAPTER OUTLINE**

6.1 Introduction

6.2 Conclusions

6.3 Recommendations

6.4 Future Researches



## 6.1 Introduction

In this chapter, the first section will summarize the study findings. The study conclusion will be listed and then the study recommendations will be presented. Finally the future research ideas are stated.

## 6.2 Conclusions

In this section the findings of the study are presented and analyzed in the light of previous studies and qualitative data from the interviews with senior manager of Medad &Work without Borders companies and other expertise in the same filed.

The results revealed that the selected variables: management of technology, social responsibility, organizational culture, individual skills and nature of job serve as factors affecting on application of telework in Palestine.

The most notable conclusions were:

- The study concludes that the respondents agreed that management of technology affect positively the application of telework in Gaza strip. Start-ups with a mean of 88.8% where using mobile computers to manage information and accomplish works in any place they work in. From the other hand, respondents gave a mean of 49.6% for the Technological possibilities available in Gaza Strip, commensurate with the requirements of teleworking.
- The study concludes that the respondents agreed that social responsibility affect positively on applying telework in Gaza strip. Start-ups with a mean of 81.6% where that the Commitment of the institution in which teleworker work towards the community, contributes in supporting the idea of distance working. From the other hand, respondents gave a mean of 74.8% for The mission and objectives of the company in which they work is compatible with community targets, thereby contributes in developing the field of teleworking.

- The study concludes that the respondents agreed that organization culture affect positively on applying telework in Gaza strip. Start-ups with a mean of 79.6% that the Culture of human interaction to automated interaction- orientation helps in spreading the idea of teleworking in Gaza strip. From the other hand, respondents gave a mean of 61.6%for the Wage and incentives policy followed in my company is considered fair.
- The study concludes that the respondents agreed that individual skills affect positively on applying telework in Gaza strip. Start-ups with a mean of 90.0% that the teleworkers need to have the skill of hard work under pressure and the ability of endurance in an environment of limited capabilities like Gaza strip. From the other hand, respondents gave a mean of 60.0% for that teleworking requires the skill of group working among the employee team.
- The study concludes that the respondents agreed that nature of work affect positively on applying telework in Gaza strip. Start-ups with a mean of 80.4% that the teleworkers job depends on independent individual effort more than common group effort. From the other hand, respondents gave a mean of 53.2% for that teleworker profession practice needs special equipment's which cannot be provided in mobile work environment or in house.
- The differences among the respondents' opinions, about Influential factors affecting applying telework in Palestine referred to the following personal characteristics (gender, age, education degree, field of work and type of employment contract), have no effect on the results of the study.

### 6.3 Recommendations

#### Management of technology

- Find solutions for technological problems that hinder telework development in Gaza Strip.
- Find alternative solutions for logistic services in Gaza Strip as electricity blackout to enable telework workers to compete.

#### Social responsibility

- Enhance culture of telework through utilizing it as a solution for unemployment in Gaza Strip.
- Focus on females and increase awareness about the importance of telework and its results.

#### Organizational culture

- Employers should be informed about ways in which telework could answer their internal organizational issues as well as the needs of disabled people.
- New markets and services should be identified and developed in which teleworkers can successfully compete if their performance is reduced.
- Redraft message and aims of telework companies to make them appropriate for employees and companies themselves.

#### Individual skills

- Potential teleworkers with disabilities should be trained within telecentres to make their personal and vocational skills really adapted to the position offered

#### Nature of job

- Consider wages and incentives policy, which is followed by telework companies, to make it compatible with nature of work.

### **General recommendation**

- Enhance the role of educational institutions through holding training courses and professional diplomas to train graduates on finding telework jobs suit their skills.
- Cooperate with international organisations along with private and governmental sectors to establish a partnership that supports graduates' abilities and make them competent for telework.
- Adopt spreading telework culture, by the government, among females through holding rehabilitation and training courses before and after joining the work. This should be through adopting telework method to create skilful sufficient labours that can use technology to help them to fulfil their telework from home. Moreover, this method requires rehabilitate some female graduates in majors that do not have jobs, train specialized graduates in fields of administration, accounting financial management, data entry, translation, legal consultations and others to have adequate employees able to meet available types of telework, and finally establish training centres for telework.
- Establish a national independent authority include concerned bodies as Ministry of Labour, Ministry of Women's Affairs , Financial Authority, Palestinian Telecommunications and Jawwal company to develop flexible work mechanism and system (telework).

### **6.4 Future Researches**

- Conduct more studies about main obstacles that face applying telework in Gaza and find solutions for them.
- Study impact of telework on unemployment that widely spread in Gaza Strip.
- Conduct a study about how can we establish a telework institution that can work effectively in the current situations in Gaza.
- Conduct a study about finding solutions for payment method from and to Gaza Strip upon beginning telework.

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## Appendixes

## Appendix A

### Questionnaire (Arabic Version)



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة

قسم إدارة الأعمال

الأخ الكريم /الأخت الكريمة:

السلام عليكم ورحمة الله وبركاته،،،

الموضوع : "إستبيان لدراسة العوامل المؤثرة على نجاح تطبيق مبدأ العمل عن بعد في فلسطين

" دراسة حالة على شركة إعمل بلا حدود و شركة مداد في قطاع غزة

إن ثورة المعلومات والتقنية المتطورة بشكل متسارع بدأت تغير من أساليب العمل ، وما أسلوب العمل عن بُعد إلا أحد الأساليب التي بدأت تغزو قطاعات العمل بشكل متنامي وملحوظ .

لهذا أرجو التلطف بمنحي جزءاً من وقتكم للإجابة على أسئلة الإستبانة المرفقة والتي تهدف إلى دراسة العوامل التي تؤثر على نجاح تطبيق العمل عن بعد ،دراسة حالة شركة اعمل بلا حدود وشركة مداد في قطاع غزة وهو موضوع أطروحة الماجستير إذ أن هذا الموضوع من المحاور التي تحظى بإهتمام الكثير من المؤسسات العالمية في الوقت الحالي.

ويقصد بمصطلح العمل عن بعد هو وسيلة للعمل باستخدام تقنية المعلومات والاتصالات، بحيث يتم أداء العمل بعيداً عن المقر الرئيسي سواء كانت طبيعة العمل دوام كلي أو دوام جزئي أو في أيام معينة، والإتصال عادة يكون إلكترونياً، بدلاً من الانتقال إليه شخصياً، كالعامل من المنزل ، أو مكتب العمل ، أو حتى في الرحلات .

ويسرني أن أتقدم لكم بجزيل الشكر، وعظيم الامتنان على حسن تعاونكم في تعبئة الإستبانة لما في ذلك من أهميه كبيرة في قياس متغيرات الدراسة علماً بأن المعلومات التي تقدمونها ستعامل بسرية ولن تستخدم إلا لغايات البحث العملي.

شاكرين لكم حسن استجابتكم وتعاونكم معنا

وتفضلوا بقبول فائق الشكر والاحترام،،،

نور فضل نعيم

الباحثة

## أولاً - البيانات الشخصية:

يرجى تعاونكم في وضع إشارة × أمام الإجابة المناسبة	
الجنس: أنثى <input type="checkbox"/>	ذكر <input type="checkbox"/>
العمر: أقل من 20 <input type="checkbox"/>	20 حتى أقل من 30 <input type="checkbox"/>
30 حتى أقل من 40 <input type="checkbox"/>	40 حتى أقل من 50 <input type="checkbox"/>
50 فأكثر <input type="checkbox"/>	
المؤهل العلمي: <input type="checkbox"/>	ثانوية عامة <input type="checkbox"/>
<input type="checkbox"/>	دبلوم متوسط <input type="checkbox"/>
<input type="checkbox"/>	بكالوريوس <input type="checkbox"/>
<input type="checkbox"/>	ماجستير <input type="checkbox"/>
<input type="checkbox"/>	دكتوراه فأعلى <input type="checkbox"/>
نوع الوظيفة: <input type="checkbox"/>	عقد دائم <input type="checkbox"/>
<input type="checkbox"/>	عقد مؤقت <input type="checkbox"/>
مجال العمل: <input type="checkbox"/>	الصحافة والكتابة <input type="checkbox"/>
<input type="checkbox"/>	برمجة الحاسوب وتكنولوجيا المعلومات <input type="checkbox"/>
<input type="checkbox"/>	التصميم وأعمال <input type="checkbox"/>
الجرافيك <input type="checkbox"/>	الإستشارات عن بعد <input type="checkbox"/>
<input type="checkbox"/>	الترجمة <input type="checkbox"/>
<input type="checkbox"/>	أخرى .....

## ثانياً : دور التكنولوجيا في مجال العمل عن بعد

1. أتابع التطورات التكنولوجية التي ستساعدني في تحقيق اهداف عملي وانجازه باسرع وقت واقل تكلفة .

موافق بدرجة كبيرة جداً  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جداً

2. يتم تزويد مكان العمل بوسائل الاتصال الحديثة وما يلزمه من معدات لانجازه .

موافق بدرجة كبيرة جداً  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جداً

3. أتابع التطور التكنولوجي لأكتشف تقنيات جديدة تساعدني في إنجاز عملي بشكل افضل .

موافق بدرجة كبيرة جداً  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جداً

4. أستخدم أجهزة الحاسوب المتنقلة لإدارة المعلومات وإنجاز عملي من أي موقع اعمل به

موافق بدرجة كبيرة جداً  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جداً

5. زيادة معدل سرعة الإنترنت يساعد في انتشار فكرة العمل عن بعد في قطاع غزة

موافق بدرجة كبيرة جداً  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جداً

6. توفير الشركات الوسيطة كإعمل بلا حدود وشركة مداد بيئة الكترونية مناسبة يساهم في تطبيق العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

7. الإمكانيات التكنولوجية المتوفرة في قطاع غزة تتناسب مع متطلبات العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

ثالثاً : تأثير مفهوم المسؤولية الاجتماعية على مجال العمل عن بعد

1. يعزز العمل عن بعد جهود المرأة للحفاظ على توازن أفضل بين الواجبات الشخصية والمنزلية والإلتزامات المهنية

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

2. تعزز الاجراءات والتسهيلات الحكومية من انتشار تطبيق العمل عن بعد .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

3. اهتمام الشركة التي تعمل عن بعد بخدمة المجتمع مما يساهم في تعزيز موقعها و في زيادة أرباحها.

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

4. التزام المؤسسة التي تعمل بها تجاه المجتمع يساهم في دعم فكرة العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

5. تتوافق رسالة وأهداف الشركة التي اعمل بها مع أهداف المجتمع مما يساهم في تطوير مجال العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافقة بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

6. تسعى الشركة التي اعمل بها التقليل من نسبة البطالة في المجتمع عن طريق التوظيف عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

7. التزام الشركة بتنفيذ الاتفاقيات والتعاقدات مع العاملين عن بعد مؤثر على قوة ادارة نظام العمل عن بعد في الشركة .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

8. تساهم الحاجة الملحة لتوظيف ذوي الاحتياجات الخاصة في انتشار فكرة تطبيق العمل عن بعد.

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

#### رابعاً : تأثير ثقافة المؤسسة على نجاح تطبيق العمل عن بعد

1. تسمح الشركة بمشاركة الأفكار والمعارف الجديدة بين الموظفين بطرق متنوعة .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

2. تدعم الشركة التي أعمل بها تبادل الموظفين لقصص النجاح والإبداع إلكترونياً .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

3. يتبنى مدراء الشركة تجديد أساليب أداء العمل لتتواءم مع روح العصر مما يساهم في تعزيز مبدأ العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

4. العاملین بالشركة لديهم ادراك ووعي بطبيعة ومفهوم العمل عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

5. سياسة الأجور والحوافز المتبعة في الشركة التي أعمل بها تعتبر عادلة .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

6. تتبنى الشركة التي اعمل بها ثقافة تنظيمية إيجابية نحو عمل المرأة عن بعد مما يساهم في دعم المجتمع .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

7. ثقافة التوجه من التفاعل الإنساني إلى التفاعل الآلي يساعد في انتشار فكرة العمل عن بعد في قطاع غزة .

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

#### خامساً : المهارات الشخصية وتأثيرها على العمل عن بعد.

1. يساهم امتلاك الموظف لصفتي "الإبتكار والإبداع " في استمرارية عمله عن بعد

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

2. تحلي الموظف بالمهارات اللازمة لتنفيذ العمل عن بعد يقلل من الوقت اللازم لإنجاز العمل.

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

3. أمتلك مهارات تقنية تتواءم مع متطلبات الوظيفة التي أعمل بها عن بعد.

موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

4. تساعد مهارة إدارة الوقت بشكل فعال في تطوير الخرائط الزمنية في المؤسسة الممارسة للعمل عن بعد

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

5. يتطلب العمل عن بعد توفر مهارة العمل الجماعي ضمن الفريق بين الموظفين

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

6. يحتاج العاملون عن بعد الى مهارة العمل الدؤوب تحت الضغط وقدرة على التحمل في بيئة امكانياتها محدودة كقطاع غزة

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

7. تعتبر كفاءة مهارات الموظف عامل رئيسي في استمرارية العمل عن بعد

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

#### سادساً : طبيعة الوظيفة وتأثيرها على مجال العمل عن بعد

1. تعتمد وظيفتي على الجهد الفردي المستقل أكثر من الجهد الجماعي المشترك .

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

2. تعتمد وظيفتي على الموارد الموجودة في مكتب العمل فقط ولا تحتاج الى موارد خارجية

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

3. يتطلب أداء مهنتي الى معدات خاصة والتي لا يمكن توفرها في بيئة العمل المتنقلة أو في المنزل .

- موافق بدرجة كبيرة جدا  موافق بدرجة كبيرة  موافق بدرجة متوسطة  موافق بدرجة قليلة  موافق بدرجة قليلة جدا

4. يتطلب أداء وظيفتي إذن مسبق من قبل الإدارة العليا قبل ان أقوم بتنفيذ المهمة

- موافق بدرجة كبيرة  
 موافق بدرجة كبيرة  
 موافق بدرجة متوسطة  
 موافق بدرجة قليلة  
 موافق بدرجة قليلة جدا

5. يمكنني استخدام البرامج الإلكترونية وقواعد البيانات المتعلقة بالشركة وأنا أعمل عن بعد .

- موافق بدرجة كبيرة  
 موافق بدرجة كبيرة  
 موافق بدرجة متوسطة  
 موافق بدرجة قليلة  
 موافق بدرجة قليلة جدا

6. أستطيع بكل سهولة الوصول الى نظام الشركة الالكتروني وأنا اعمل عن بعد .

- موافق بدرجة كبيرة  
 موافق بدرجة كبيرة  
 موافق بدرجة متوسطة  
 موافق بدرجة قليلة  
 موافق بدرجة قليلة جدا

7. تعتبر بيئة العمل المتنقلة سواء في البيت او أي مكتب متنقل ملائمة ومناسبة لظروف العمل وبشكل دائم

- موافق بدرجة كبيرة  
 موافق بدرجة كبيرة  
 موافق بدرجة متوسطة  
 موافق بدرجة قليلة  
 موافق بدرجة قليلة جدا

المشاكل والمعوقات الرئيسية التي تواجهك أثناء عملك عن بعد ؟؟

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 .....  
 .....

نشكر لكم حسن تعاونكم



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**Appendix B**  
**List of Experts who reviewed the questionnaire**

1.	<i>Dr.Khaleel Alnamroty</i>
2.	<i>Dr.Majed Al-Faraa</i>
3.	<i>Dr.Ramy Abdo</i>
4.	<i>Dr.Waleed Al-Modalal</i>
5.	<i>Dr.Mohamed Miqdad</i>
6.	<i>Dr.Sanaa Abu Daqaa</i>
7.	<i>Dr.Samir Safi</i>
8.	<i>Dr.Yaser Al-Shorafa</i>

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**Appendix C**  
**Questionnaire (English Version)**

**In the name of God, the Most Gracious, the Most Merciful**

**Islamic University- Gaza**

**Deanship of Graduate Studies**

**Faculty of Commerce**

**Business Administration department**

**Dear esteemed brothers & sisters**

**Peace and mercy from Allah be upon you,**

**Subject: "Questionnaire to study Influential Factors Affecting Applying Telework in Palestine"**

**Case study: (Work without Borders and Medad Associations- Gaza Strip"**



The information revolution and the rapidly evolving technology are starting to change work styles, the teleworking method is merely one of the methods that increasingly and significantly start to invade work sectors.

Therefore, kindly give us some of your precious time to answer the attached questionnaire. This questionnaire aims to study **Influential Factors Affecting Applying Telework in Palestine"**

**Case study: (Work without Borders and Medad Associations- Gaza Strip.** This is the subject of the Master's thesis, as this subject is a focus of interest to a lot of global institutions currently.

"Teleworking" term means: **a method to work using Information and Communication Technology, so the work can be done away from the main headquarters, either if the work was full-time or part- time, or in certain days, the connection is usually electronically instead of going to work personally, as in working from home or labor office or even in journeys.**

So, I would like to seize this opportunity to give you my sincere thanks, and gratitude for your kind cooperation in filling in the questionnaire, which is so important in measuring variables of the study, taking into consideration that the information submitted by you will be treated confidentially, and only used for the purposes of scientific researches.

**Your response and cooperation with us are highly appreciated respectfully**

Researcher

**Nour Fadel Naim**

<b>First- demographic information :</b>
<b>Kindly put "x" before the correct answer</b>
<b>Gender:</b> <input type="checkbox"/> female <input type="checkbox"/> male
<b>Age:</b> <input type="checkbox"/> less than 20 <input type="checkbox"/> 20 to under 30 <input type="checkbox"/> 30 to under 40 <input type="checkbox"/> 40 to under 50 <input type="checkbox"/> 50 and more
<b>Educational Degree:</b> <input type="checkbox"/> General secondary school <input type="checkbox"/> average diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Masters <input type="checkbox"/> PhD and above
<b>Type of Employment Contract:</b> <input type="checkbox"/> Permanent contract <input type="checkbox"/> temporary contract
<b>Field of work:</b> <input type="checkbox"/> Journalism and writing <input type="checkbox"/> Computer programming and information technology <input type="checkbox"/> Designing and graphics <input type="checkbox"/> Distance consulting <input type="checkbox"/> Translation <input type="checkbox"/> Other .....

## Second: management of technology in the field of teleworking

**1. I follow the technological developments that will help me to achieve and accomplish my job targets as soon as possible, and with less expenses.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**2. Workplace is equipped with modern means of communication, in addition to the required equipment's to be complete.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**3. I follow the technological development to discover the new technologies that help me complete my work better.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**4. I use mobile computers to manage information and accomplish my work in any place I work in.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**5. Increase the rate of speed of the Internet, helps in spreading the idea of distance working in Gaza strip.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**6. When Intermediary companies like "Work without borders co." and "Midad Co." create suitable electronic environment, they contribute in applying "Distance working".**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**7. Technological possibilities available in Gaza Strip, commensurate with the requirements of Distance working.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**Third: Effect of social responsibility concept on the field of teleworking**

**1. Distance working enhances woman's efforts to maintain best balance between personal, house duties and professional obligations.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**2. The company's interest in community service contributes in strengthening its position and increasing its profits.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**3. Commitment of the institution in which you work towards the community, contributes in supporting the idea of distance working.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**4. The mission and objectives of the company in which I work is compatible with community targets, thereby contributes in developing the field of teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**5. The company I work in seeks to reduce the unemployment rate in the community through teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**6. The companies' commitment to execute agreements and contracts with distance workers is an indication of the strength of distance work system in the company.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**7. The urgent need for the employment of those with special needs contributes in spreading the idea of teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**Fourth: the effect of organization's culture on the success of applying teleworking.**

**1. The company allows employees to share new ideas and knowledge in several ways.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**2. The company which I work in supports the employees to electronically exchange stories of success and innovation.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**3. Company managers adopt the idea of renewing methods of work performance to suit zeitgeist, therefore they contribute in enhancing the concept of teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**4. Company workers enjoy perception and awareness of the nature and concept of teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**5. Wage and incentives policy followed in my company is considered fair.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**6. The company I work in is adopting a positive organizational culture towards woman distance working which contributes in supporting community.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**7. Culture of human interaction to automated interaction- orientation helps in spreading the idea of teleworking in Gaza strip.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**Fifth: individual skills and their effect on teleworking.**

**1. When the employee enjoys "innovation and creativity", this will help in the continuation of his teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**2. When the employee enjoys the required skills to execute telework, the time needed to accomplish work will be reduced.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**3. I have a technical skill that suits the requirements of the distance job I have.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**4. The skill of time management effectively helps in developing time schedules in the institute that practice teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**5. Teleworking requires the skill of group working among the employee team.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**6. Teleworkers need to have the skill of hard work under pressure and the ability of endurance in an environment of limited capabilities like Gaza strip.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**7. The efficiency of the employee's skills is a key factor in continuity of teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

### **Sixth: The nature of job and its effect on teleworking**

**1. My job depends on independent individual effort more than common group effort.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**2. My job only depends on the resources in the work office, and does not need external resources.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**3. My profession practice needs special equipment's which cannot be provided in mobile work environment or in house.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**4. Doing my job requires prior permission from the senior management before I do the task.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**5. I can use electronic programs and data bases related to the company while teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**6. I can easily reach electronic company system while teleworking.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

**7. The mobile work environment in house or in any mobile office is suitable and appropriate for work conditions and permanently.**

- Strongly agree     highly agree     medium agree     less agree     very less agree

Main problems and obstacles that face you during distance working?

.....  
.....  
.....  
.....

**Your cooperation is highly appreciated**