

# A Study of the Organizational Motivation of Teleworking and the Moderating Effect of Supervisory Support

Youngkeun Choi, Sangmyung University, South Korea\*

## ABSTRACT

The purpose of the present study was to examine the relationships between motivation factors and attitude towards teleworking and explore the moderating effect of supervisory support on that relationship. For this, the present study collected data from 343 IT professionals in South Korean through a survey method. In the results, first, employees who perceived more advantages accruing from teleworking to their organizations have a more favorable attitude towards teleworking. And, employees who perceived more disadvantages accruing from teleworking to their organizations will have a less favorable attitude towards teleworking. Second, positive relationship between advantages of teleworking and attitude towards teleworking is weaker for participants who get more supervisory support. However, supervisory support was found to have no significance on the relationship between the disadvantages of teleworking and attitude towards teleworking.

## KEYWORDS

Advantages of Teleworking, Disadvantages of Teleworking, Supervisory Support, Teleworking

## 1. INTRODUCTION

Telework facilitates flexibility and a strong work-family balance while reducing the environmental impacts of mobility (Demerouti et al., 2014; Palumbo et al., 2021; Akter et al., 2021). Although it has benefits, the implementation of teleworking practices across Europe, particularly in home-based telework, is moving more slowly than expected (Shockley & Allen, 2010). The economic crisis is considered to justify this delay, although teleworking was initially attributed to the oil crisis of the 1970s (Allen, Golden, & Shockley, 2015).

In this context, telework has suddenly experienced a rebound due to the measures to protect citizens from the COVID-19 (Lamprinou et al., 2021). At the beginning of 2020, several governments recommended that companies facilitate teleworking to avoid employees gathering together in the same place (Segbena et al., 2021). This pushed the incidence of telework to an unprecedented tipping point. In the United States, 65% of the workforce were teleworking full-time in early May 2020 (Gallup, 2020), which is a multifold increase from the 11% who had access to partial telework pre-COVID-19 (U.S. Bureau of Labor Statistics, 2019). All other regions, including Europe (Lomas, 2020) and Asia

(Liang, 2020; Tay, 2020), saw record telework rates in the period, too. This study argues that this form of mandatory telework is fundamentally distinct from the aforementioned partial telework offered as a flexible work arrangement. This is because employees now have little or no volition to decide whether and when to telework. This work arrangement also severely restricts their ability to access physical infrastructure, tools, and resources in their workplaces.

The COVID-19 crisis has far-reaching impacts on diverse occupations because effective responses to COVID-19 require joint and collective efforts across nations, governments, industries, and communities (Naor et al., 2021). The evolving and volatile nature of the COVID-19 situation and the adaptive countermeasures creates new and unfamiliar problems that disrupt the original job scopes of many telework employees working in diverse fields (Borg, 2021; Christopher, 2021). For example, public sector employees must now deal with pressing issues such as health care provision, abrupt and rapidly rising unemployment, and trade disruptions due to restrained international mobility (Evans, 2020). Educators have to conduct classes virtually (Lim-Lange, 2020). Hospitality staff needs to devise creative ways to maintain revenue while observing social distancing guidelines and travel bans (Djeebet, 2020).

This study examined attitudes towards teleworking among information technology (IT) professionals in the Republic of Korea. IT personnel represent a dynamic workforce in a new and high-growth industry of the future. In fact, with the increasing use of IT by both developing and industrialized countries, IT personnel constitute an important component of the workforce that can aid companies and governments in leveraging IT to improve efficiency and compete effectively in the global markets.

According to the Bureau of Labor Statistics (2015), employment for IT professionals in the United States will grow 22% from 2012-2022; that rate is higher than all other occupations. The cost of losing an IT professional is between 50% and 100% of the employee's annual salary (Vijayakumar, 2012). Information technology professionals are in demand and can join competing companies for higher wages and better job opportunities (James & Mathew, 2012; Khera & Gulati, 2012). When an IT professional leaves an organization, the remaining employees' workloads, organizational workflow, and profits are affected (Arshadi & Shahbazi, 2013). The general business problem is that IT professionals are in demand and are switching between jobs, resulting in voids in the workplace.

Especially, there is mounting evidence that telework is popular among professional employees such as IT professionals who can work independently and engaged in knowledge-intensive jobs (Shin et al., 2000). As more and more organizations continue to rely on IT to enhance their effectiveness and competitive advantage, the demand for skilled IT personnel will increase. Against this context of manpower shortage and high turnover rates; therefore, this study seeks to examine various factors which may affect IT personnel's attitudes towards teleworking. With increasing interest among companies in teleworking as a potential tool to attract and retain individual employees, the results of this study will have important implications for researchers and practitioners who are currently examining the feasibility of teleworking. With this understanding, more appropriate and effective programs can then be conceptualized and implemented to encourage the adoption of teleworking by both management and operational staff.

This study categorized the variables which can potentially affect people's attitudes towards teleworking into socio-psychological factors. In particular, the possible discrepancy between socio-psychologicals and their effect on attitudes and behavior warrants an interesting context for research (Bray et al., 2011; Ward & Shabha, 2001). And, social exchange theory (Blau, 1964; Homans, 1961) explained the socio-psychological behind the attitudes and behaviors exchanged between individuals. Eisenberger et al. (1986) expanded this work by proposing and establishing that the theory of social exchange also explains aspects of the relationship between the organization and its employees. This study applies ideas on the social exchange theory to teleworking and proposes that by getting any resources from others, perceived social distances will be closer, vis-à-vis teleworking. And, the

10 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/article/a-study-of-the-organizational-motivation-of-teleworking-and-the-moderating-effect-of-supervisory-support/298690](http://www.igi-global.com/article/a-study-of-the-organizational-motivation-of-teleworking-and-the-moderating-effect-of-supervisory-support/298690)

## Related Content

---

### Educational and Cultural Identities in Virtual Social Networks

Wajeeh Daher (2012). *International Journal of Cyber Ethics in Education* (pp. 57-70). [www.irma-international.org/article/educational-and-cultural-identities-in-virtual-social-networks/90237](http://www.irma-international.org/article/educational-and-cultural-identities-in-virtual-social-networks/90237)

### E-Behaviour Trends and Patterns among Malaysian Pre-Adolescents and Adolescents

Selvi Salome Gnasigamoney and Manjit Singh Sidhu (2014). *Cyber Behavior: Concepts, Methodologies, Tools, and Applications* (pp. 1144-1156). [www.irma-international.org/chapter/e-behaviour-trends-and-patterns-among-malaysian-pre-adolescents-and-adolescents/107780](http://www.irma-international.org/chapter/e-behaviour-trends-and-patterns-among-malaysian-pre-adolescents-and-adolescents/107780)

### Supporting Students' Mental Health and Academic Success Through Mobile App and IoT

Karolina Baras, Luísa Soares, Carla Vale Lucas, Filipa Oliveira, Norberto Pinto Paulo and Regina Barros (2019). *Multigenerational Online Behavior and Media Use: Concepts, Methodologies, Tools, and Applications* (pp. 703-719). [www.irma-international.org/chapter/supporting-students-mental-health-and-academic-success-through-mobile-app-and-iot/220971](http://www.irma-international.org/chapter/supporting-students-mental-health-and-academic-success-through-mobile-app-and-iot/220971)

### Individual, Social, and Occupational Effects of Cyberbullying During Adolescence

Yeim Yurdakul, Utku Beyazıt and Aynur Bütün Ayhan (2022). *Research Anthology on Combating Cyber-Aggression and Online Negativity* (pp. 1338-1360). [www.irma-international.org/chapter/individual-social-and-occupational-effects-of-cyberbullying-during-adolescence/301693](http://www.irma-international.org/chapter/individual-social-and-occupational-effects-of-cyberbullying-during-adolescence/301693)

## Smart Phone Security Practices: Item Analysis of Mobile Security Behaviors of College Students

Scott E. Mensch and LeAnn Wilkie (2019). *International Journal of Cyber Behavior, Psychology and Learning* (pp. 1-14).

[www.irma-international.org/article/smart-phone-security-practices/236157](http://www.irma-international.org/article/smart-phone-security-practices/236157)