

## TELEWORKING IN THE PUBLIC SECTOR: A CASE STUDY OF SELANGOR

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### ABSTRACT

*Telework, an arrangement of jobs using ICT with flexible job locations, has been associated with its conflicts as an employment approach that leads to the refusal of its implementation especially in the public sector. Despite increasing efficiency in individual and organizational aspects, there is still uncertainty in the public organization to accept teleworking. Hence, understanding of factors influencing perception and attitude towards teleworking among public officials that could lead or hinder the acceptance of telework approach is critical for a successful teleworking adoption by the public organization in the future. In the absence of study on telework in the public sector, this study clarifies the intention of public officials particularly in Selangor to behave whether in favour of or against an introduction of teleworking approach by assessing the factors associated with their intention to telework. Using the existing research model namely Decomposed Theory of Planned Behaviour (DTPB), its main elements which consist of attitude, subjective norms and perceived behavioral control were quantitatively validated through online questionnaires. This study revealed that all three (3) factors in DTPB had a positive significant association on Selangor public officials' intention to telework. Other than setting the basis for public service preparedness and adaptation towards new employment approaches, this study contributes to policy and research practice by providing new insights into the public officials' adoption of telework in the public sector.*

**Keywords:** *Decomposed Theory of Planned Behaviour, Public Sector, Teleworking.*

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### 1. Introduction

Teleworking is a key component of a new society, promoting the arrangement of job through the use of information and communication technologies (ICT) which allow employees and supervisors to reach their job assignments from different places (Saludin *et al.*, 2013). It incorporates the use of computer and networking technology with flexible job locations in order to eliminate regional and institutional limits of the conventional, organized and centralized workplace (Ndubisi & Kahraman, 2005). The core concepts behind it are job location and use of technology (Belzunegui-Eraso & Erro-Garcés, 2020) in which the job is relocated due to the inherent technology.



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The implementation of teleworking has been argued to give advantages to societies, organizations and employees (Ansong & Boateng, 2018), especially during non-working related hours, for instance at night or weekend (Onyemaechi *et al.*, 2018). It is also found to give healthier work-life balance and can offer other benefits to the organizations and employees such as increased efficiency, decreased absenteeism, flexibility in employee relations, enhanced customer support, as well as flexibility and cost reduction in commuting (N. Saludin *et al.*, 2013). Many international information technologies organizations such as HP and Accenture, IBM and Microsoft have adapted teleworking approaches to achieve competitive advantages (Ma *et al.*, 2019). Meanwhile in public service, teleworking improves the government's ability to work while in crisis to continuously provide public services (Mohalik *et al.*, 2019). It also reduces the administrative and transit costs, reducing environmental problems as well as allowing employees to better balance their job and family responsibilities (Employee Services, 2013).

In Malaysia, a few international corporations have implemented a teleworking concept for their employees including Texas Instrument, Motorola, Amway International and American Insurance of Associates (AIA) (N. A. Saludin *et al.*, 2013). Even so, the idea of teleworking has not been really practiced by many firms in Malaysia (N. A. Saludin *et al.*, 2013), including public sector. However, the worsening of COVID-19 pandemic had forced the public sector to telework. This is a newly practiced approach to this sector. Hence, their acceptance, perception and implementation are still vague and questionable. Private sectors in the country are seen more resilient in changing their method of employment. But how about the public sector? How they perceived telework since it was never implemented in the public sector in Malaysia? Therefore, taking advantage of the new normal brought by COVID-19 in Malaysia in terms of allowing employees to telework from the comfort of their respective homes, it is the purpose of this paper to understand the factors influencing perception and attitude towards teleworking among public officials that could lead or hinder the acceptance of telework approach. This study assessed the association of the factors in Decomposed Theory of Planned Behaviour model developed by Morrison *et al.* (2019) namely attitude, subjective norms and behavioral control as well as their previously identified antecedents on teleworking adoption amongst public officials in Selangor context. By replicating the theoretical model, it was the aim of the study to provide deeper insights for a valuable perspective for public sector in considering telework policy development in the future. This paper will first discuss on the teleworking concepts in public sector, the theoretical model employed, and the development of hypotheses which will be presented in the next section. Section 3 specifies the research design and method used in this study. It will then be followed by results and data analysis which are discussed in Section 4. Based on the data analysis, this paper has come out with relationship on the factors of Selangor public officials' intention to telework. Finally, the paper proposed areas for future research as a concluding remark.

## **2. Related Works**

### **2.1 Teleworking in the Public Sector**

Essentially, handling human resources in the public sector is not very different from that of the private sector. Public sector organizations need to recruit, develop, and train workers, set up payment services, set requirements for jobs, and develop a consistent set of employment policies. However, the focus of the public sector to emphasize on public interests rather than commercial gain, added a level of complexity which is not conveniently fit with some of the human resource management innovation as a business plan in achieving organizational productivity and business achievement.

With a growing trend in the acceptance of teleworking, studies on the adoption of teleworking in the public sector has been carried out in multiple countries such as USA (Caillier, 2012; Cooper & Kurland, 2002; Kemp, 1995), South Africa (Langa & Conradie, 2003), Belgium (Taskin, 2010), and Netherlands (de Vries *et al.*, 2018). In Malaysia, Ministry of Public Works Malaysia was the very first public agency to introduce the idea of teleworking with the introduction of Home Pilot Programs (Saludin *et al.*, 2013).

Various findings on the introduction of teleworking in the government agencies have been found from these studies, varying from its benefits such as increased efficiency (Langa & Conradie, 2003; Saludin *et al.*, 2013), solving transport issues such as avoided congestion, fuel savings and reduced air pollution (Kemp, 1995; Saludin *et al.*, 2013), work-family flexibility and reduced need for workspace (Kemp, 1995; Langa & Conradie, 2003) as well as other implications of teleworking such as costs on additional computing devices and telecommunication facilities (Langa & Conradie, 2003), concern on the monitoring of the workers might not get the tasks done on time (Caillier, 2012), greater professional isolation (Cooper & Kurland, 2002) and less organizational engagement (de Vries *et al.*, 2018).

Despite all these benefits and implications, it does not mean that teleworking is not suitable to be implemented in government organizations. Studies carried out by Taskin (2010) on two (2) Belgian public agencies, ECOMIN and HUMIN revealed that ECOMIN's teleworking regulations were typically unsuccessful due to structural concerns, whereas HUMIN's were successful resulting in high levels of trust in their cross-functional and cross-relationships amongst workers and supervisors. Both agencies however stated to use teleworking to give advantage to their personnel, stating it as a way to encourage diligent workers in ECOMIN's case, while an opportunity to reach potential hires in HUMIN's case by giving them better way to manage their work-life schedule. Taskin's study suggest that the ability to re-negotiate on existing organizational traditions is necessary for the successful adoption of such new employment method.

## 2.2 Theoretical Background

There were variety of theoretical approaches in IT innovation adoption research found and been observed in the literature that was utilised to anticipate technology acceptance or rejection. Among others include Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1975), Technology Acceptance Model (TAM) (Davis, 1989), Theory of Planned Behavior (TPB) (Ajzen, 2012; Madden *et al.*, 1992), and Decomposed TPB (Khalifa & Davison, 2008; Morrison *et al.*, 2019). It was the aim of this literature study to investigate the underlying factors in the adoption of public officials in Selangor to telework using the current situation of working from home approach due to the COVID-19 spreading as a test case to achieve the objective. Decomposed TPB model which was developed by Morrison *et al.* (2019) is chosen to be adapted for this study as it was a model replicated from Khalifa & Davison (2008) telework model developed specifically for telework and able to capture individual beliefs, related social pressures as well as internal and external telework adoption factors. This model further decomposed the TPB model developed by Ajzen (2012) and integrates telework specific attitude determinants, subjective norms and perceived behavioral control which gives more explanatory power and better results from the pure form of TPB (Morrison *et al.*, 2019).

## 2.3 Decomposed Theory of Planned Behaviour

Morrison *et al.* (2019) used Decomposed TPB telework model developed by Khalifa & Davison (2008) as a base in his study to determine the influence of TPB elements on IT worker's intention to telework in South African perspectives. Using key constructs of TPB model namely attitude, subjective norms, and behavioral control, Morrison *et al.* (2019)

further broken down those key constructs to include a variety of antecedents found in the belief elicitation part of the study conducted by Khalifa & Davison (2008). In Morrison *et al.* (2019) model, job compatibility was introduced as fifth antecedent in perceived behavioral control. Figure 1 below show the theoretical model developed by Morrison *et al.* (2019) adapted from Decomposed TPB model of Khalifa & Davison (2008).

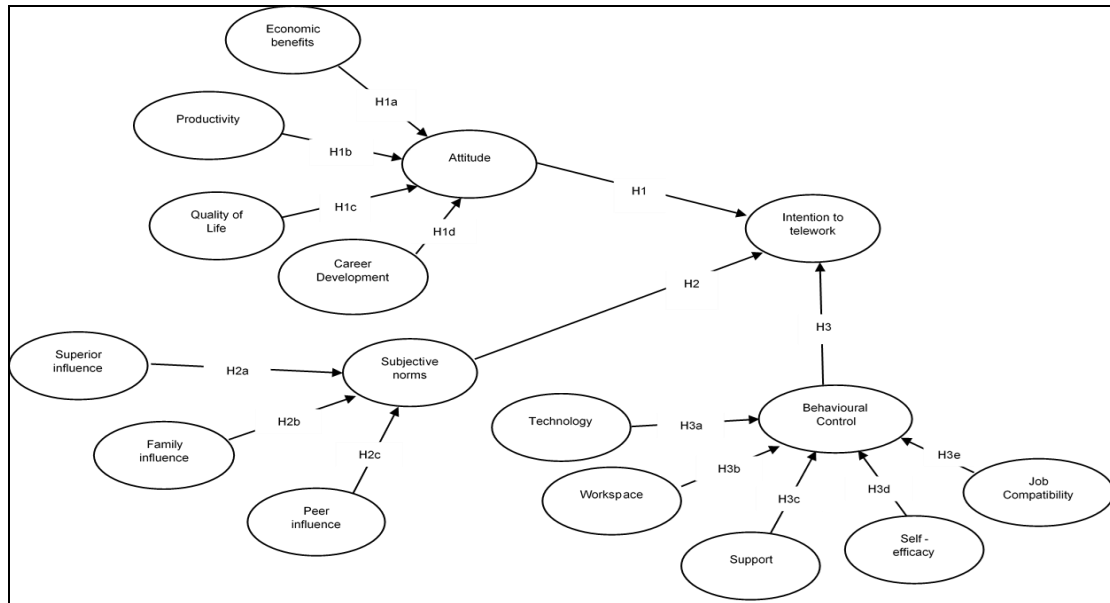


Figure 1. Decomposed Theory of Planned Behaviour Model by Morrison et.al (2019).

Based on Decomposed TPB framework developed by Morrison *et al.* (2019), intention of a person to adopt teleworking can be determined by three (3) factors which are attitude, subjective norms, and perceived behavioral control. Attitude describes an individual's perception. In this case, perception of an individual towards teleworking is based on economic benefits (H1a), productivity (H1b), quality of life (H1c) and career development (H1d) that telework can give. Subjective norm describes the social influences that may affect a person's decision to adopt teleworking whether superior influence (H2a), family influence (H2b) and peer influence (H2c), meanwhile perceived behavioral control focus on the individual's perception of the resources, skills and opportunities availability that is needed to adopt telework. In this case, factors of technology (H3a), workspace (H3b), support (H3c), self-efficacy (H3d), and job compatibility (H3e) are included in the research model as an antecedent of perceived behavioral control.

### 3. Methodology

In order to satisfy the purpose, this study replicated Morrison's model and a quantitative study was conducted. Several phases involved which is done sequentially starting from identification of the research problems and objectives. To achieve the objectives, previous findings of academicians and scholars were reviewed, and proper scope was selected. It was then proceeded with the phase of performing an analysis from literatures to gain more information on variables and factors of the research subject. The reviewed literatures were searched generally based on systematic search online on repositories in digital library namely Web of Science Core Collection, Scopus, Science Direct and IEEE Xplore by keyword combination. Simple Google searches are also used as the number of relevant studies returned

from some repositories was limited. Results obtained are in the form of research in journals, articles, thesis reports and scientific books.

The study continues with the collection of data using Google Form as a survey instrument which was drawn up in accordance with the adaptation framework and question set developed by Morrison *et al.* (2019). The instrument used is attached in the Appendix section. This quantitative data collection approach is appropriate for this study because it allows a vast volume of data to be obtained from a variety of public officials in various organizations and locations within Selangor state. Questionnaires in this study used a 5-point Likert scale which varies from strongly agree to strongly disagree to assess the responses. It was distributed to respondents across three (3) weeks period starting from 27 December 2020. Potential participants were contacted in advance through phone call as well as WhatsApp to seek their willingness to participate in the survey. Joseph F. Hair *et al.* (2010) stated that the criterion for tests such as factor analysis and statistically meaningful outcomes was a minimum of 100 responses. As for this study, the target was achieved when 102 valid responses were received.

Finally, the data obtained were analysed using statistical tools, SPSS v26 and correlation analysis was performed to evaluate each hypothesis before drawing a conclusion and recommendation.

#### **4. Results and Discussion**

The demographic data indicated that the sample was adequately representative of the public officials in Selangor as it was reflected by the name of departments that the respondents currently working with which were provided by the respondents in the survey. They were male and female respondents (26.5% and 73.5% respectively), who consist of single and married employees (13.7% and 86.3% respectively) within different age group. They consist of employees who serve at different grade levels covering from support group of employees (grade 11 – 40, 30.4%) up to management and professional group of employees (grade 41 – 54, 69.6%), in different classification of services, from various government offices in Selangor. More than half of the respondents (56.9%) were somewhere in the range of thirty and forty years of age, 28.4% do not have children who live with and 39.2% do not have children at home during the working day. Teleworking which had been implemented by public officials in Selangor had been enforced through several ways including making it compulsory for everyone (26.5%), requested by the employees (10.8%) and alternative working schedules (57.8%).

##### **4.1 Summary of Hypothesizes Tested**

The variables and hypothesizes used by Morrison *et al.* (2019) were adapted in this study. Summary of the results of hypothesizes tested are as presented in Table 1 below and results were further discussed in the following sections.

Table 1 Hypotheses Statement.

Hypotheses	Statement	Result
H1	There is a significant positive relationship between attitude and intention to work remotely	Accepted
H1a	There is a significant positive relationship between economic benefits and attitude	Accepted
H1b	There is a significant positive relationship between productivity and attitude	Accepted
H1c	There is a significant positive relationship between quality of life and attitude	Accepted
H1d	There is a significant positive relationship between career development and attitude	Accepted
H2	There is a significant positive relationship between subjective norms and the intention to work remotely	Accepted
H2a	There is a significant positive relationship between superior influence and subjective norms	Accepted
H2b	There is a significant positive relationship between family influence and subjective norms	Accepted
H2c	There is a significant positive relationship between peer influence and subjective norms	Accepted
H3	There is a significant positive relationship between perceived behavioral control and the intention to work remotely	Accepted
H3a	There is a significant positive relationship between technology and perceived behavioral control	Accepted
H3b	There is a significant positive relationship between workspace and perceived behavioral control	Accepted
H3c	There is a significant positive relationship between support and perceived behavioral control	Accepted
H3d	There is a significant positive relationship between self-efficacy and perceived behavioral control	Accepted
H3e	There is a significant positive relationship between job compatibility and perceived behavioral control	Accepted

## 4.2 Quantitative Data Analysis

All quantitative data gathered from the survey was analysed using SPSS v26 statistical analysis software package. Since normal distribution of data was found, parametric test using Pearson Correlation analysis was used to identify associations between the core constructs of Attitude, Subjective Norms and Perceived Behavioral Control with Telework Adoption Intention. It was also used to identify association between these constructs with their respective antecedents. The following measures as shown in Table 2 were used in the data analysis.

Table 2. Measures Use in the Data Analysis.

Measure	Description	Values
Correlation coefficient (r) – Guilford’s Rule of Thumb	It is used to measure the strength and direction of the relationship between factors	More than 0.80: very strong correlation 0.60 – 0.80: strong correlation 0.4 – 0.60: moderate correlation Less than 0.40: weak correlation
Statistical significance (Sig)	Indicate to what extent the result is representative of the entire population	Less than 0.01: Highly significant 0.01 to 0.05: Significant Greater than 0.05: Not significant

### 4.3 Correlation Analysis

Pearson correlation tests were used to perform correlation analysis to determine the relationships between the research variables. A summary of correlation analysis between each of the construct and its antecedents in the model are as per Table 3 and 4 respectively.

Table 3. Summary of Correlation Analysis Results – Telework Adoption Intention.

Variables	Public Officials Preference to Telework	
	r	Sig
Attitude	.641**	0.000
Subjective Norms	.470**	0.000
Behavioral Control	.839**	0.000

\*\* Significant at level 0.05 (2-tailed)

Table 4. Summary of Correlation Analysis Results between Constructs and Antecedents.

Dependent Variables	Independent Variables	Values	
		r	Sig
Attitude	Economic Benefits	.738**	0.000
	Productivity	.600**	0.000
	Quality of Life	.716**	0.000
	Career Development	.586**	0.000
Subjective Norms	Superior Influence	.432**	0.000
	Family Influence	.774**	0.000
	Peer Influence	.831**	0.000
Behavioral Control	Technology	.727**	0.000
	Workspace	.747**	0.000
	Support	.621**	0.000
	Self-efficacy	.700**	0.000
	Job Compatibility	.592**	0.000

\*\* Significant at level 0.05 (2-tailed)

The results of this Pearson analyses indicated that there are significant correlations between Attitude, Subjective Norms and Perceived Behavioral Control to Telework Adoption Intention with the strongest associations being Behavioral Control factor at .839. Most of the independent variables showed strong and significant correlations with their respective dependent variable where peer influence had strongest association at .831, followed by family influence at .774 and workspace at .747.

In this study, the empirical results on the significance of the attitudinal, subjective norms and perceived behavioral control variables that are specific to telework revealed that all three (3) factors had positive significant effects on Selangor public official’s intention or preference to adopt telework. The relative importance of each of the determinants on the intended adoption level of telework was also identified and summarize in Table 5 below.

Table 5. Summary of Research Findings.

Factor	Findings
Attitude	Has positive significant influence on telework adoption. Most significance factor is economic benefits, followed by quality of life, productivity, and career development.
Subjective Norms	Has positive significant influence on telework adoption. Most significance factor is peer influence, followed by family influence and superior influence.
Perceived Behavioral Control	Most significant influence on telework adoption. Biggest significant factor is workspace, followed by technology, self-efficacy, support, and job compatibility.

#### 4.4 Attitude

The results of this study showed that there was a positive significant relationship between Selangor public officials' attitude and their intention to adopt telework. The study established that attitude was the second most significant influence factor on teleworks adoption intention after perceived behavioral control. Attitude was in turn determined by the most significant factors of economic benefits, followed by quality of life, productivity, and career development. In other words, positive attitude towards telework will translate into higher adoption levels.

Economic benefits, quality of life and productivity have strong significant influence on attitude, while career development has moderate significant influence. The strongest association of antecedents to attitude was economic benefits. In other words, attitude was influenced primarily by the perceptions of adopters in reducing their expenses in terms of their travel as well as on clothing expenses (cost savings), a need of good quality of life (work life balance), the need to improve productivity and to a lesser degree opportunity for career advancement. The quality-of-life construct includes the quality of family life, the quality of work life and the quality of social life. This is congruent with literature claiming that individual generally desire to improve their work life balance through teleworking due to work related stress (Allen *et al.*, 2015; Preston, 2017). Same thing goes with productivity where many of the respondents believe that the potential improvements in employee productivity were main influencing and driving factor for the adoption of teleworking. Interestingly, this study established career development as an important factor in determining attitudes toward telework even though several literatures claiming that lack of human moments lead to a fear of limited performance assessment which result to being neglected for career advancement (Maruyama & Tietze, 2012; Richardson & Kelliher, 2015).

#### 4.5 Subjective Norms

Subjective norms include social factors that affect individual's attention to telework. In the model, the determinants of subjective norms were superior influence, family influence and peer influence. Results show that the influence of peer was a factor that has the most positive significance to subjective norms of Selangor public officials to telework, followed by family influence and superior influence. It is quite surprising that this study established such a result since instead of peers, family members usually benefited from the flexibility that telework gives to employees. Hence, one would expect family influence to encourage this kind of employment method. However, this study shows that peer influence was the social factor that can increase the intention of employee to telework (Davidson & Khalifa, 2000).



#### 4.6 Perceived Behavioral Control

Perceived behavioral control describes a person's perception of the availability of resources, skills and opportunities that are required for teleworking. The study revealed that perceived behavioral control has the most influence on intention to adopt telework. Perceived behavioral control, in turn is determined by the most significant factors which is workspace, followed by technology, self-efficacy, support, and job compatibility. In other words, Selangor public officials' intention to telework was influenced primarily by their perceptions of the appropriateness of workspace at home for teleworking, availability of technology such as reliable internet connections, their level of confidence in being able to work remotely, the level of support for teleworking that they experience in the organization where they work, and to the lesser degree, type of job function that a suitable for telework.

In this study, workspace was identified as the biggest significant factor affecting the behavioral controls by Selangor public officials. In this study, workspace means the suitability of work setting and appropriateness of workspace at home for teleworking. The finding is congruent with a literature that stated teleworkers need a suitable workspace for performing remote work (Nakrošienė *et al.*, 2019). It was expected that technology will be established as most significant factor because any telework approach requires technology as a key component to provide employees with tools for remote communication and collaboration (Belzunegui-Eraso & Erro-Garcés, 2020). Even so, technology still become among the primary factor to perceive behavioral control, after workspace factor.

Self-efficacy had moderate effect on perceived behavioral control but was nevertheless significant. In the literature, self-efficacy is found to be a significant concern amongst teleworkers (Naotunna & Zhou, 2018).

Results showed that support exerted strong effect which indicated positive significant effect towards perceived behavioral control. Teleworkers need both technical (Bernardino *et al.*, 2012) and non-technical (Kowalski & Swanson, 2005) support to perform remote work. Top management support is crucial to the success of any remote work plan because top management can support this and provide the necessary funds (Bentley *et al.*, 2016). Changes in management practices such as teleworking also require the support of top management.

A moderate but positive significant effect was found between job compatibility and adoption of teleworking. In the literature, lack of compatibility between job functions and telework usually causing the implementation rate to be low (Morrison *et al.*, 2019) which explains work that involves with high degree of physical contact or continuous transfer of information, may not be appropriate with this form of work (Butler *et al.*, 2007).

#### 5. Conclusion and Future Works

Basically, Decomposed Theory of Planned Behavior developed by Morrison *et al.* (2019) was applied and used as a guide in this study of telework adoption to assess the association of factors in the model namely attitude, subjective norms and perceived behavioral control as well as their previously identified antecedents on teleworking adoption amongst public officials in Selangor context. By replicating the model, it contributes to our understanding as well as to the current literatures on the association between the factors and teleworking adoption, which provide deeper insights for a valuable perspective, particularly in public sector. This is because teleworking has not previously been applied and takes a long time to catch on in this sector. As a result, telework policy development can be considered by the Malaysia government as part of its business continuity plan in the event of crisis. Other than that, through the empirical evidence, it also contributes to better understanding of the benefits

of teleworking and the need to have the resources, skills and opportunities for public service preparedness and adaptation towards new employment approach.

Even though this study shows clear evidence of the positive significant associations of the factors on Selangor public officials' intention to telework, it may not consider other factors that could affect the adoption of teleworking approach in public organizations in Selangor. Hence, future study could be done to expand this research by examining other factors such as the security and management trust issues highlighted by some of the public officials in this study where it could provide new insights into telework adoption factors that were not fully explored. Other than that, this study was confined to the analysis of public officials at the state level, particularly in Selangor state government. Thus, a generic conclusion that involved other levels of government might not be accurately drawn. Since findings might differ from the perspective of public officials at the local and federal levels, it would be interesting to adopt this research in a different context in the future to explore some gaps in beliefs and views to ultimately generalize the results.

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### **Authors Contribution**

Author1 prepared the initial manuscript's composition, performed data collection and analysed the findings. Author2 checked on the manuscript's draft and performed correction after the review. Author3 devised the idea of study and did final checking.

### **Conflict of Interest**

The authors have no conflicts of interest to declare.

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## Appendix – Questionnaire for Respondents

### SECTION 1 – RESPONDENT PROFILE

Instruction: This section contains questions concerning respondent background. Please tick (√) in the appropriate box.

#### Personal and employment information

1. Gender:  
 Male                       Female
2. Marital status:  
 Single                       Married                       Others
3. Age:  
 Under 30                       30 – 40                       41 – 50                       Over 50
4. Number of children currently living with you:  
 None  
 1  
 2  
 3  
 More than 3
5. Children you have at home during working hours:  
 None  
 1  
 2  
 3  
 More than 3
6. Department currently you work in. Please specify: \_\_\_\_\_
7. Current position. Please specify: \_\_\_\_\_
8. Classification of service:  
 Sistem Maklumat (F)  
 Kejuruteraan (J)  
 Perundangan dan Kehakiman (L)  
 Tadbir dan Diplomatik (M)  
 Pentadbiran dan Sokongan (N)  
 Sosial (S)  
 Kewangan (W)  
 Other: \_\_\_\_\_

9. Current grade level:
- 41 - 54
  - 29 - 40
  - 19 - 28
  - 11 - 18
10. Enforcement of teleworking in your department:
- Compulsory for everyone
  - Employees have to request.
  - Alternate teleworking schedules
  - Other: \_\_\_\_\_
11. Time spends commuting to work (daily total):
- Less than 30 minutes
  - 30 – 60 minutes
  - 60 – 90 minutes
  - More than 90 minutes
12. Primary means of travel when commuting to work:
- Own transport
  - Public transport
  - Pooling
  - Other. Please specify: \_\_\_\_\_

## SECTION 2 – TELEWORK ADOPTION

Instruction: This section contains questions concerning telework adoption during COVID-19 pandemic situation. Please tick (√) in the appropriate box based on your experience during the state of emergency.

13. How frequent do you work remotely? (average number of days per week)
- None
  - 1 day
  - 2 days
  - 3 days
  - 4 days
  - 5 days (whole working days)
14. What proportion of your work you do from home instead of in the office?
- None
  - Less than 10%
  - 10 – 30%
  - 30 – 50%
  - 50 – 70%

- 70 – 90%
- More than 90%

15. In the next 6 months, how many days per week do you intend to be working from home?

- None
- 1 day
- 2 days
- 3 days
- 4 days
- 5 days (whole working days)

16. In the next 6 months, what proportion of your job do you intend to be doing remotely instead of in the office?

- None
- Less than 25%
- 25 – 50%
- 50 – 75%
- 75 – 100%

Instruction: This section contains statements concerning telework adoption to measure intention of the public officials to telework during COVID-19 pandemic situation. Please tick (√) in the appropriate box based on your experience during that state of emergency to indicate your level of agreement or disagreement with each of the following statements.

	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b>MEASURING ATTITUDE</b>						
<b><u>Economic Benefits</u></b>						
17	Teleworking is economically beneficial to me					
18	Teleworking has effectively reduced my expenses					
<b><u>Productivity</u></b>						
19	I am more productive with teleworking than without teleworking					
20	Teleworking has effectively					



	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	improved my work productivity					
21	My overall productivity increased because of teleworking					
	<b><u>Career Development</u></b>					
22	Teleworking helps my career to develop					
23	My career development is positively affected by teleworking					
24	Teleworking improves my career advancement					
	<b><u>Quality of Life</u></b>					
25	Teleworking has improved the quality of my family life					
26	Teleworking has improved the quality of my work life					
27	Teleworking has improved the quality of my social life					
	<b><u>Overall Attitude Towards Telework</u></b>					
28	Overall, telework is beneficial to me					
29	Overall, teleworking is a good idea					
30	Overall, teleworking is pleasant					
	<b>MEASURING SUBJECTIVE NORMS</b>					
	<b><u>Influences: Peer</u></b>					
31	My friends think that I should telework					
32	My friends encourage me to telework					

	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
33	I am encouraged by my colleagues to telework					
34	My colleagues think that I should telework					
<b><u>Influences: Superiors</u></b>						
35	My superior thinks that I should telework					
36	I am encouraged by my superior to telework					
<b><u>Influences: Family</u></b>						
37	I am encouraged by my family to telework					
38	My family thinks that I should telework					
<b><u>Overall influences</u></b>						
39	People who influence my behavior think that I should telework					
40	People who are important to me think that I should telework					
<b>MEASURING PERCEIVED BEHAVIORAL CONTROL</b>						
<b><u>Job Compatibility with Telework</u></b>						
41	My job is ideal for telework					
42	Most of my daily tasks can be done remotely					
<b><u>Ability to Telework</u></b>						
43	I feel comfortable working remotely on my own					
44	I can easily work remotely					
45	I am capable of working effectively from home					

	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<b><u>Organizational Support to Telework</u></b>						
46	The technical support for teleworking provided to me is appropriate (provision of ICT equipment such as laptop, mobile phone, etc.).					
47	The overall support from organization to telework is appropriate (e.g.: policies, training, etc.)					
<b><u>Workspace to Telework</u></b>						
48	I have suitable work setting at home for teleworking					
49	My workspace at home is appropriate for teleworking					
<b><u>Technology Setting</u></b>						
50	I do have access to the network/internet connection for teleworking					
51	I do have access to the appropriate communication technology tools for teleworking (e.g.: email, video conference, chats and messaging applications, etc.)					
<b><u>Overall Readiness to Telework</u></b>						
52	Generally, I have resources, knowledge and ability to telework effectively					
53	Teleworking is entirely within my control					
<b><u>Experience and Preferences Towards Teleworking</u></b>						
54	I gained positive experience from working from home implementation					

	<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
55	Introduction of possibility of teleworking in the future will improve functioning of your department/ organization					

**SECTION 3 – SUGGESTION TO IMPLEMENT TELEWORKING IN PUBLIC SECTOR**

Instruction: This section contains statements concerning matters to consider if there is an attempt to introduce teleworking in the future by public sector. Please tick (√) in the appropriate box to indicate how important are the following conditions for successfully teleworking adoption in the future.

	<b>Statement</b>	<b>Extremely Important</b>	<b>Important</b>	<b>Neither Important nor Unimportant</b>	<b>Unimportant</b>	<b>Extremely Unimportant</b>
56	Personal factors of employee (e.g.: competence, efficient, perseverance, can work with minimum supervision, good time management, etc)					
57	Training of employees, e.g.: training to use technology to perform their job while teleworking and training to the technical people to provide technical support to teleworkers)					
58	Technological infrastructure support (e.g.: network, value-added applications, hardware management)					
59	Monitoring and performance evaluation method					
60	Organization Rules and policies					

61. What would you think of other factors to consider if there is an attempt to introduce teleworking in the future by public sector?

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