



# **EXPLORING THE PERCEPTION OF MANAGERS REGARDING TELEWORK IN THE FEDERAL GOVERNMENT**

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# Problem Statement

- **General problem:** Some federal government agencies do not provide employees the opportunity to telework despite the legal authority to do so (Tandberg, 2009).
- **Specific problem:** The specific problem facing telework today is the significant amount of federal leaders who do not allow employees to telework (Hunton & Norman, 2010).

# Purpose Statement

- The purpose of this proposed phenomenological study was to explore the perception of managers within the federal government who resist implementing telework for their employees.
- 15 federal managers participated in open ended interview questions. 3 of 15 federal managers participated in a pilot study and were not included in the actual study.

# Significance of Study/Leadership

- The significance of this study is vital to organizations seeking to understand the frustrations and issues managers are faced with regarding telework for their employees.
- The results of the study could result in new approaches focused on making better decisions regarding telework for employees.

# Research Question(s)

- What perceptions of telework exist among federal leaders who do not permit telework in their workforce?
- What factors influence federal leaders' decision to prohibit teleworking?



# Population Under Investigation

- The target population consisted of 20 managers at a federal agency who possessed leadership and managerial experience and whose employees are eligible to participate in the federal government teleworking program.

# Limitations/Delimitations

- The study was limited to:
  - Participants who agreed to participate voluntarily
  - The reliability of the research instrument or interview process
  - The amount of time made available to conduct the study
- The content of this phenomenological research study was delimited to unclassified scenarios, techniques, and procedures.

# Themes Identified

- Past experience and technology compliance
- The initial employee disappointment forms into an understanding
- Employees maintain an acceptable level of productivity and accountability through the manager's decision to prohibit telework
- The unreliability of the technology of the organization hinders the decision to permit telework



# Themes Identified cont'd

- The federal teleworking program has unclear requirements that leave the policy open for question and multiple interpretations
- Federal managers prohibit their employees from teleworking due to a lack of trust, reliable security, and a reduced level of productivity
- Formal training is offered to federal managers to help educate them on the teleworking program and their responsibility as managers
- Mentors play a large role in the decision federal managers make regarding the prohibiting of telework for employees

# Findings

- Past experience
- Employee disappointment and understanding
- Productivity
- Work environment
- Manager training
- Trust
- Communication

# Recommendations

- The key findings and recommendations to federal managers include:
  - Revise telework training for managers
  - Limit the amount of past experience and legacy technological solutions into the employee telework decision

# Acknowledgement

- This concludes today's presentation on Exploring the Perception of Managers regarding Telework in the Federal Government