

**Telecommuting:
The construction of a new organizational identity in the context of state organizations**

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ABSTRACT

Implementing the Pilot Plan First Telework in the UNED gave rise to a series of questions that would be answered only with the experience of the project and arose from the same more questions to be addressed before that telework became a permanent hiring mode the institution, among these: how to select people who could participate in the pilot plan? What personal characteristics required to successfully telecommuting? How to measure the performance of a teleworker, how to ensure that workers do not lose the connection with your office mates? Among others.

This research has the experience of the UNED, focusing on the phenomenon of identity construction of the teleworker, has addressed the issue of personal jurisdiction of teleworkers, likewise addressed the construction of group identity through conducting focus group sessions with the leaders of telecommuters and teleworkers, using "action trigger" the use of humor, called the commission "Teleprovocaciones." An important part of this new construction of the identity of telework in the UNED is the relationship leadership - teleworker, as the form of link as well as the ways and channels of communication, monitoring and evaluation systems must vary, which makes the establishment of the "initial psychological contract" is critical in the successful implementation of this modality, therefore, in a second stage the supervisory practices have been identified to the manage personnel, UNED teleworker.

The findings have led to the construction of a methodology that attempt to guide the work of the headquarter of the UNED when within your team have telecommuters, because has been proven through researches that involves mode for the organization as a whole, a change in its various forms of attachment.

Keywords:

Identity - e-address-change-psychosocial factors-psychological profile.

1. INTRODUCTION:

Telework as a mode of service delivery provides the place for a moment of reflection, rethinking and why not, the opportunity to reinvent themselves as individuals and organizations. This because the construction of identity is not simply the search for an answer to the question "Who am I? Who are we in a global society? Who are called to be in a virtual society?"

If the knowledge society to which we belong has wagered that the most valuable resource possessed by the organizations, it is precisely, their talent is necessary then to redefine the face of teleworking, because before we talk about indicators of productivity, economy, savings that will undoubtedly result and demonstrated the implementation of this type of work, you need to talk about the people.

We started then on several assumptions:

- a) Telecommuting as a mode of service delivery involves a new way of being in the world.
- b) This new way of being in the world involves a rethinking of the organizations, especially those of a state, whose structures tend to be rigid and highly bureaucratic.
- c) Also implies a change for those who have opted to move from a classroom to offer their services online, which strikes people as well as their immediate environment (psychosocial factors).
- d) Telecommuting requires a skill set not only technical but personal to deal with it successfully, and which contains not only the knowledge, know to do, know to be, but also know to transfer.
- e) The forms of employment of teleworkers change, especially those related to relationships with peers and relationship leadership - teleworker, which reverses a new sort of subculture.
- f) Telecommuting requires new forms of e-management, setting parameters of productivity (performance) and new forms of assessment of human talent.

2. DEFINITION OF INDICATORS IN HUMAN TALENT CONCERNING TO THE FIRST PILOT PLAN PROJECT OF TELEWORK IN THE UNED.

Under the pilot plan in the UNED Telecommuting, with the purpose of measuring the impact that the change in the type of work could take in teleworkers as individuals, it was identified a number of indicators related to the "quality of life" which allow a comparison between before and after implementation.

This with the purpose of discard or confirm the mentioned hypothesis that telework means an improvement in the quality of life.

The quality of life indicators proposed were:

2.1. Personal satisfaction with the experience:

- 2.1.1. *Enabling environment*: assessment of the teleworker's family, support from partners, support of the chiefs.
- 2.1.2. *Impact in working life*: Integration with the team, individual performance, level of coordination UNED-work site, frequency and quality of communication, improving interpersonal relationships with peers, improving work relations with the leadership, increased or decreased job responsibilities.
- 2.1.3. *Integrating social live-work*: leisure-work balance, increased or decreased social contacts, increase or decrease in free time to resolve personal issues, managing interruptions, distractions and temptations of the family environment, increase or decrease of domestic responsibilities.

2.2. Degree of overlap between the previous expectations and evaluation of the experience (of expectations).

2.3. Degree of commitment with the project.

3. PERSONAL PROFILE DEFINITION of telework in UNED

Recruitment in the form of telework requires paying special attention to variables related to self-management of human talent, combined with those required for the workplace specifically.

For purposes of the first phase of the telework pilot plan in the UNED the applied filters for the selection of teleworkers, since there was not a Teleworker profile were: the provision of the teleworker to participate in the project approval by of the immediate leadership and the provision of minimum material resources required performing the job from home.

Within this context, the psychological assessment was conducted with two main purposes:

- Identify personality factors that might be contraindicated for the performance of the functions of the teleworker or involve a risk to their psychological and emotional wellbeing.
- Establish a "baseline" group of teleworkers who allowed once the first phase of the plan, to establish correlations between the "input profile" and the results obtained in terms of goal achievement, personal satisfaction and contribution to improving the quality of life of teleworkers in the UNED.

3.1. Methodology:

To establish the criteria to be assessed by psychological testing was performed detailed literature review of telework experiences made in other latitudes, extracting those matching variables between studies and were positively correlated with successful performance and increased quality of life. It was proposed three main dimensions of analysis: variables related to the proactive attitude, emotion-related variables and variables related to openness to change.

Within each dimension proceeded to identify psychological variables that give sustenance to construct, obtaining the following description of psychological variables associated with successful performance of teleworkers:

- Proactive: energy, dynamism, tenacity, thoroughness, perseverance, efficiency, independence, cognitive control, integrity, honesty.
- Affective: Emotional stability, control of emotions, control impulse, and self-confidence.
- Acceptance to change: open-mindedness, acceptance to experience, anxiety.

3.2. Results:

In order to deliver the results that emerged from psychometric assessments are necessary to realize the description of the group of officials who participated in the first phase of the pilot plan.

3.2.1. Description of the population: The group for the pilot plan consisted of 16 people, 9 men and 7 women. Their ages are in the range of 29 to 52 years.

Regarding to the area in which performance presents the following distribution: 38% correspond to the administrative sector, 43% to academia and the remaining 19% to support the academy.

According to the information contained in Figure 1, the pilot plan sat in a balanced way (43% and 38%) as administrative officials and academics.

3.2.2. Analysis of results:

Attitude Features	Characteristics in higher level proactive (Scores of 8 or more)	Characteristics in lower level (Below average).
Academic	Those academic efficiency-related variables, cognitive control and integrity	In the variables associated with energy and tenacity. It is also noted an inverse relationship between them and the age of people tested, ie the older lower level of the measured trait.
Teaching Support	Tenacity, conscientiousness and perseverance.	Energy, dynamism and independence.
Administrative	High scores on the variables most associated with pro-activity, especially in the group for the computer.	Independence.

Affective	Characteristics in higher level (Scores of 8 or more)	Characteristics in lower level (Below average).
Academics	Academic Emotional stability. Control of emotions.	Impulse control.
Teaching Support	Teaching support are large differences between the groups, while all have a high level of emotional stability, 50% scored high on other variables, while the remaining 50% scored below average in impulse control and emotions.	
Administrative	Administrative 75% of those tested scored higher on the variables corresponding to this dimension.	25% of the assessed reflect poor impulse control and emotion.

Acceptance to change	Features at a higher level (Scores of 8 or more)	Features in lower level (Below average).
Academic	All evaluated have a high level of personal characteristics associated with acceptance to change.	
Teaching Support	Most of those tested had high levels in the pattern corresponding to this dimension.	
Administrative	Good level to manage anxiety in unfamiliar situations.	In the case of the computer have a reserved level (close to the average) with respect to openness to new experiences.

From the above results could argue that those who participated in the pilot plan approach the ideal profile for the teleworker.

It could hypothesize that the coincidence between the theoretical profiles of the evaluated is related to two specific situations:

- The voluntary nature of participation in the project, since recruitment for a project of this type is evidence of acceptance to change, willingness to new experiences, and the quest for innovation.
- The area of specialization for teleworkers that most are focused on areas of knowledge innovation, planning and extent of specific goals, such as computer science, planning, project evaluation and management, so would be facing the confluence of three factors: personal characteristics + career + choice processes.

4. PSYCHOSOCIAL FACTORS ASSOCIATED WITH THE SUCCESS OF TELEWORK.

Psychosocial is understood as the area of psychology that deals with the study of interpersonal relations between humans and their environment. It involves all aspects of daily life and its direct actions on the individual psyche.

Based on the above definition it could mention some basic considerations about the psychosocial implications of telework:

- **Noise:** the teleworker to be located in the private space, noise is variable and will depend on where housing is located, the number of occupants, hours of it, the uses and neighborhood and family customs. Therefore, there is a variable that controls the organization but will be in the hands of the teleworker, to some extent.
- **Distractions:** The house is a meeting place so, it is likely that if the teleworker is accompanied by other occupants during their working hours having interruptions. It becomes necessary then, setting limits and new "contracts" in the forms of family relationship. It is for the teleworker promote a family environment, a culture of telecommuting, that is, despite being physically in the house, is just doing your job. FUNDESCO raises the appearance of a "profile of residence or habitat," resulting in the ability to create a barrier between work and home life.
- **Space:** To the performance of their duties the teleworker will need a space that has certain conditions, which may involve a redistribution of certain areas of housing, meaning a loss for cohabitants or the appearance of new spatial boundaries.
- **Breaking habits:** to Teleworking takes a double break of habit: the family and employment, this change may cause uncertainty in the teleworker and the people in your immediate environment.
- **Relationship with the leadership:** As the largest of the meetings with the leadership does not happen face to face, forms of relationships vary. Maintaining a relationship that facilitates the achievement of the goals will depend on both the teleworker and the person holding the e-direction.
- **Social isolation:** the organization provides the individual with a source of labor and social relationships both at physically separated from the same people can develop a sense of isolation, in some cases could lead to affect the sense of belonging.

4.1. Methodology used to measure the psychosocial aspects of the group of teleworkers UNED:

For this phase we used two instruments: the performance of individual psychological interview and a visit to the family environment of the teleworker.

His application was made in response to four objectives:

- Validate the results from the application of the tests.
- Conduct an analysis of the immediate environment of assessed to identify variables that could affect your experience as a teleworker.
- Provide a space to trigger questions about how to be their new reality as a teleworker, to enable them to provide for contingencies and explore the emotions that the experience could lead them.
- The home visits were intended to provide a space for consultation which could provide counseling on factors that had been triggered by the implementation of the new form of work.

As part of the structure of the interview dealt with issues such as motivations for participating in the project, shaping the teleworker's family, describing a typical day, exploring hobbies, identify possible personality features that could facilitate and / or impede telework, quality of relations with the leadership, partners and users, exploring strategies to avoid distractions at home and view on the necessary balance between personal life and work.

4.2. Results:

4.2.1. Evaluation of the "baseline" prior to the implementation of the pilot plan:

- *Motivation to participate in the project:* Saving time in the movement, has the space and tools necessary to carry out their work from home, is a solution to the problem of overcrowding in the unit with which she works, is displayed as a experience that can be used for the preparation towards an early retirement, improve concentration and an opportunity to manage themselves.
- *Structure of household:* In the interviews were three basic types of family structure: people living alone, people living only with one person (spouse, parent or child (a) in adulthood and the smallest group, for people who cohabit with their partners and children, in most cases these children into adulthood. Overall there was already a previous preparation of the family to change the routine of work and acceptance of project part thereof.
- *Description of typical day:* On the constitution of the family meeting times were reduced at the time of breakfast or dinner. Most of the day, the teleworker is left alone at his residence.
- *Interests:* Major mentioned film, theater, reading and sports. Regarding the latter is rarely practical, so in teleworking is the opportunity to do more often.
- *Personality traits:* most believe have the personality characteristics necessary for teleworking, are mentioned among others: responsibility, autonomy, self-organization, order, the ability to plan, the facility to handle the tick, etc. Among those that might impede the work is displayed difficulty in following your own schedule and the ability to separate work from personal life, although the majority do not visualized difficulty.
- *Relationships:* all respondents declared to have a good relationship with your boss and coworkers, as well as users.
- *Key strategies that were mentioned to avoid distractions of home,* teleworkers mentioned the following: create a work discipline, setting limits in conjunction with family members regarding the time and place of work, setting priorities and targets to be met by day, see inside the schedule space cushion for the unexpected so that no delays occur in meeting the goals, when given the distractions that make up the time invested in them and present people whose priority is work on a personal life.

4.2.2. Evaluation results after the implementation of the pilot plan:

- Personal satisfaction with the experience:

Enabling environment: The typical day of teleworkers are similar to what was experienced in one business day. Basically the differences are based on wake up later when they come to the UNED and do not have to travel, to make meal times more calmly and at dining room, not the workstation, as well as working sometime after 4:30 pm because during the day can go on errands or exercise routines.

Other strengths include having more time to exercise, share meal times with your family or your partner, do not feel watched, better organization of functions and time, not having to travel by bus or driving and fuel economy.

Impact on working life: In the positive aspects of telework, it make stand out being able to concentrate better on the tasks that have to do, have fewer distractions, more flexibility of time and less stress.

Most are more productive and better performance, making your job faster, besides having a larger physical space and comfortable than allocated in the UNED. For the majority of teleworkers the success is related in the acceptance to take on challenges changing, which also contributed to the short time required for adaptation to the new modality.

In the relationship with peers, some say that has not had a major change because they communicate every day and it works. For others it has improved since the communications are less than before because now they enjoy more the time when meet with the peers. Others suggest that have changed negatively because they miss do not come at all to the UNED. The alternative has been to try to find space outside the office for meetings.

The difficulty has been that about some of his colleagues believe that the days of telework do nothing and they make jokes about it. Also in that theme, do not ask for things because they think they are going to bother to be in the house. The concept of teleworking is not very clear to others.

Regarding the relationship with immediate supervisor, everyone agrees that has remained the same or better, have good communication, both by email or by telephone. The instructions are clear and that the objectives and plans were designed at the outset.

Integrating social-work: The relationship with the family has improved in most, either with their partners or children are home earlier and longer, so they can share meals and other moments of meeting, how the family assumed that the change is defined as a success by teleworkers. In the vast majority of the remaining family members working or studying, so that working hours can be maintained without interruption.

On the issue of distraction, almost unanimously raised in the house are less than in the office phones and receiving visitors. At home they are alone most, however, that if they have household members with them, limit their time so as not to distract. The time available to deal with family responsibilities has increased.

- Degree of overlap between the previous expectations and evaluation of the experience (of expectations).

On initial expectations were participants of the project, show that they have been exceeded in some cases the effectiveness of time and greater performance, comfort, tranquility and less stress. The degree of overlap between the expected and the results achieved have led to a high level of satisfaction with the project. Also rescued in this respect the role he had the motivation.

- Degree of commitment to the project.

Finally, participants are willing to continue working in this mode or return at another time because it seems to have more benefits than limitations, although considered important to maintain a schedule in which to come to work at the UNED not to lose contact with institution, colleagues and the wider environment.

5. CONSTRUCTION OF THE IDENTITY OF THE GROUP "TELEWORKERS DE LA UNED"

For the construction of the identity of persons who would become the first group of teleworkers in the UNED several meetings were held:

5.1. First meeting:

It took place in the opening session of the pilot plan scheme, where both teleworkers and leadership were trained in teleworking, where were recognized as "fellow travelers" of this first pilot plan, concerns and expectations were shared among participants.

5.2. Second meeting:

This second meeting was seen as a fellowship among teleworkers, to match this playful vision was made a focus group, where it was used as a mood booster, which was called "Teleprovocaciones" The session consisted of presenting humor related to telework, to which participants in small groups shared their perceptions on the matter.

Key findings include the following:

5.2.1. Teleworking is not two jobs:



- The teleworker has a higher concentration. Using the phone is not distracting.
- Work is the same one that takes place in a more relaxed, better given time.
- There is an increase and improvement in the quality of relationships with family members. Now there are more moments to share, such as lunch or dinner.
- Do not assume more roles and responsibilities for being in the house.
- There are more facilities and amenities of the physical space to work.
- Some increased their collaboration in the home.
- Comments should deal with people and neighbors, believing that the teleworker is not working.
- Work in the sense of freedom and demonstrate the benefits that have telecommuters to be in this program, it is not about that if I was a free time, should go to the office to avoid any sense of fault.

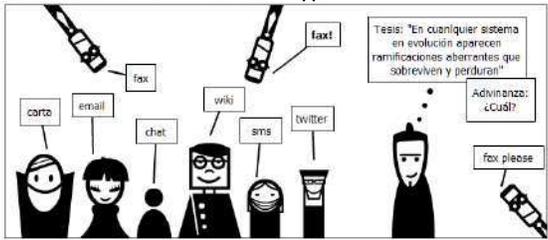
5.2.2. Fact or Friction:



- You feel freer, so it takes much discipline.
- There is a mixed feeling, as they consider necessary and important make reports to do not lose the credibility of how they work.
- Eliminate stress, because it increases their quality of life.
- In relation to the leadership there is more self-control. Is shown to work by objectives.
- They feel a personal need to stay connected until Saturday.

- They have been able to establish contacts and friendships, as to have access to programs that are banned in the institution (such as Messenger and Skype), thus achieving socialize with their peers both office and with other friends.

5.2.3. Resistance to change



- The communication channel changed your e-mail mainly.
- We see the need for prior training in the use of the various options that exist in information and communication technologies.
- Expand access to policy tools free to use.

5.2.4. Latest fashion statement



- At home they may be more comfortable.
- Spending on personal appearance is diminished.

6. CONSTRUCTION OF THE RELATIONSHIP MANAGER - TELEWORKERS

For the analysis of the construction of the boss-teleworker surveys were applied to both the teleworker as staff to the headquarters in which they analyzed different indicators within which we can mention:

- **Communication:** It is vital factor in the good performance of Teletrabajo; from the point of view of the "communication channels" is displayed using media such as chat, video calls, among other technologies.
- **Setting objectives:** As a work which plays out of the office is important that both the boss and set your goals work together to share that responsibility.
- **Monitoring:** Because telework involves a change in the mode of service delivery, impacts the same way the coordination and monitoring methodology.
- **Frequency:** You must define the frequency or periodicity with which to meet boss - teleworker to review progress and objectives previously defined, so that if you are behind the tasks defined in the problem is identified and provide a solution for achieve the objectives.

6.1. Methodology used to measure aspects of the UNED group telecommuters:

Surveys were conducted both teleworkers to headquarters and immersed in the Plan, its implementation was undertaken to meet the goal: "Identify supervisory practices are to manage personnel, UNED teleworker."

As part of the structure of the survey addressed issues such as: communication, setting goals and objectives, monitoring, e-management, or monitoring periodicity.

6.2. Results:

6.2.1. Assessment prior to the implementation of the survey:

- Communication: advances in technology have meant that the normal means of communication such as using the telephone, telegrams, among others, vary causing a shift in the relationship manager - teleworker.
- Setting goals and objectives: efficiency in the development of tasks to perform, identifying key activities and definition of objectives, identify the purpose of work are among many suitable elements for strategic planning in a telework plan.
- Supervision: Technologically advanced, positive attitude towards teleworking, good communicator, flexible and little hierarchy, monitoring methods based on results, a good delegator, gives much autonomy, provides feedback, are some of the characteristics of leadership by taking personal teleworker.
- Frequency: the time it should be flexibility to establish a mutual agreement to perform tasks, they will be measured by results and not meet a work schedule.

6.2.2. Evaluation of results after application of the survey:

With regard to establishing goals and objectives is important to note that the same as indicated by teleworkers are not performed together as planned by the establishment of goals and objectives in stages, which are outlined below:

Stage I

- Determine the overall purpose of the work area or department, for which they must identify:
 - Target key area or department.
 - Features that develops.
 - The steps to develop such functions properly.

Stage II

- Identification of key activities and goal setting.
- Review all activities taking place daily, in order to establish an order of importance.
- Establish priorities and activities warrant.
- Set priorities.
- Establish a limited number of objectives.
- Define precise objectives in order to define the expected results.
- Select the objectives, in terms of impact on results.

Stage III

- Identify the purpose of work, for which it is necessary:
- Identify what the employee needs to effectively fulfill their responsibilities.

Stage IV

- Prepare a list of possible goals and objectives that must reach the worker, for which the leadership should develop a draft and ask your worker comp also develop their own goals and objectives deemed important to develop, in which:
 - Be related to the objectives of the work area or department.

- It is considered the most important aspects of work.
- Set achievable goals or objectives in a period of time.

Stage V

- Establishing goals and objectives. For the definition of goals and objectives to propose both the worker and the Chief are given the following rules:
- Establish goals and objectives with precision.
- Write clearly the goals and objectives, taking into account the following: Use active verbs, specify a time or date for achieving the goal or objective.

Stage VI

- Review the progress of the agreed goals and targets for which both the Chief and the teleworker should establish the frequency with which they meet to review progress, this in order to discuss the activities to be performed correctly and those in which there were external or internal factors affecting the achievement of the goal or goals in order to find a solution.

The communication was detected that even the media are still used as the telephone as the primary means of communication, which recommended the use of telematic means as electronic mail or other software packages for effective communication. Within which they can recommend ways or free use free tools that integrates voice, data and video.

On the other hand, there is need for training for both officials and Headquarters in the use of various technologies.

Finally, the supervisory headquarters indicated that encourage autonomy among their subordinates, so that these do not feel a high degree of control, succeeding to jointly establish goals and objectives, and have a shared responsibility. But also used the software tools in order to encourage a culture of information with which both plant personnel as a teleworker will feel safe and supported in the tasks they perform.

Through the above findings, where they were rescued, not only formal aspects of the evaluation, but also the perception of people involved in this experience of the first phase of the pilot plan in the UNED telework from the edge of the teleworker and the e-supervisor, are in evidence the impact of the change of mode for the first not only in their working but also in the immediate personal environment and for the organization of state, being a determinant of success prior preparation at the beginning of a new experience, which leads - as raised at the beginning of writing - to building a new identity, that is, a new way of being in a world of telecommuting.