

فصلنامه رسالت مدیریت دولتی  
سال دوم / شماره سوم / پاییز ۱۳۹۰

تاریخ دریافت: ۹۰/۱۲/۲۵  
تاریخ پذیرش: ۹۱/۵/۱۶

t

:

( ) .

( ) .

/

( )

( )

( )

-

( )

( )

( )

( )

( )

( )

« »

)

(

)

(

)

.(

)

.(

)

(

( )

)

.(

( )

( )

( )

)

(



( )  
( )  
( )  
( )  
( )

( )  
( )  
( )  
( )

سال دوم / شماره سوم / پاییز ۱۳۹۰

( )  
-  
-  
-  
( )

( )

.( )

( )

.( )

( )

( ).

( )

فصلنامه رسالت مدیریت دولتی

.( )

)

(

)

(

( )

.(

)

.( )

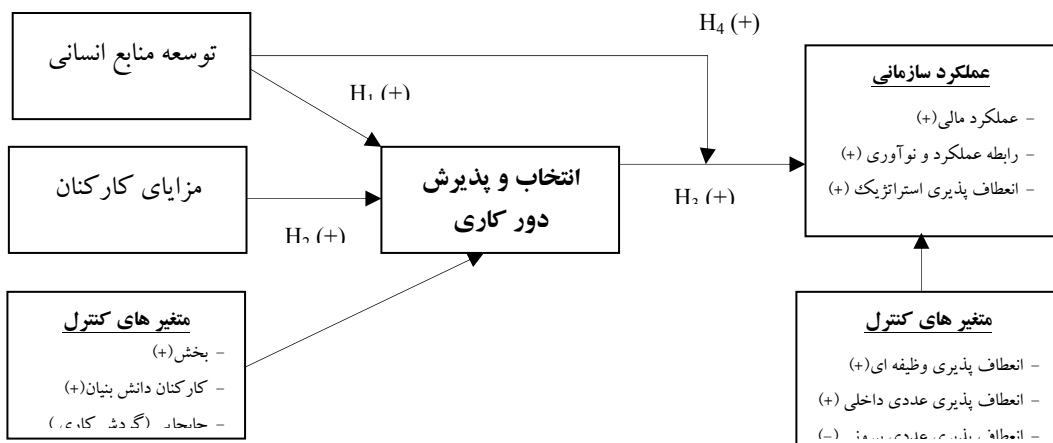
( )

( )

( )

سال دوم / شماره سوم / پاییز ۱۳۹۰

( )



فصلنامه رسالت مدیریت دولتی

( ) .(

( )

:

( )

:

)

( )

.(

( )

( ) .(

:

:

.(

.

:

:

( )

)

-

.(

)

(

.( )

.( )

( )

.( )

.( )

:

« » ( )

.( )

:

( )

:

)

(

)



) ( .  
(

)

(

:

:

)

)

(

.(

:

( )

( )

)

(

.( )

.( )

-

-

)

( ) .(

:

:

)

(

:

( )

)

.(

سال دوم / شماره سوم / پاییز ۱۳۹۰

.( )

( )

.( )

( )

:

)

( )

( )

.

( )

فصلنامه رسالت مدیریت دولتی

:

:

:

:

:

( )

)

:

(

:



: ( )  
 :  
 .( )  
 ( = ) ( = ) ) :  
 ( / =  
 ) :( )  
 ( / = )  
 ) ( =  
 ) ( = ) ( =  
 :( = :  
 )  
 :( )  
 ( / = ) ( = ) ( = )  
 ( = )  
 :( = )  
 )  
 ( / = ) :( ) :  
 )  
 ( = ) (= )  
 » :

» « «  
« »  
( ) .

$$(\rho < / \beta = / )$$

$$(\rho < / \beta = / )$$

:( )

:

فصلنامه رسالت مدیریت دولتی

)

:(

/ :  
/

$$< / \beta = / )$$

(ρ

$$.(\rho < / \beta = / )$$

)

$$(\rho < / )$$

:(

$$.(\rho < / )$$

/

( )

)

/)

(

:

:(

»

(n = ) :		
/ *** ( / )	/ ** ( / )	/ *** ( / )
/ *** ( / )	/ ** ( / )	/ ** ( / )
/ *** ( / )	/ *** ( / )	/ *** ( / )
/ ** ( / )	/ ** ( / )	
/ *** ( / )		
$R^2 = /$ F= / ***	$R^2 = /$ F= / ***	$R^2 = /$ F= / ***

$$t \quad \beta$$

$$*** \rho < / \quad ** \rho < / :$$

( ) = :									
( )									
/ **	/ **	/ **	/	/ *	/ ***	/ ***	/ ***	/ ***	( )
( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	
/	/	/ *	/	/ *	/ *	/	/	/	
( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	
/ ***	/ ***	/ *	/ **	/	/	/ ***	/ ***	/ ***	
( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	( / )	
/ **	/ ***		/ ***	/ ***		/ **	/ **		(T)
( / )	( / )		( / )	( / )		( / )	( / )		
/ **			/ ***			/			(D)
( / )			( / )			( / )			
/ **			/ **			/ **			D * T
( / )			( / )			( / )			
$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	$R^2 = /$	
F = / ***	F = / ***	F = / ***	F = / ***	F = / ***	F = / ***	F = / ***	F = / ***	F = / ***	

$$t \quad \beta$$

$$*** \rho < / \quad ** \rho < / \quad * \rho < / :$$

)

.(

.( )

)

.(

.( )

( )

( )

)

(

سال دوم / شماره سوم / پاییز ۱۳۹۰

( )



( )

( )

)

(

« »  
»  
«

- 1) Armstrong, J. and T. Overton (1977), 'Estimating Non-Response Bias in Mail Surveys', *Journal of Marketing* 14, 3, 396–402.
- 2) Bailey, D. and N. Kurland (2002), 'A Review of Telework Research: Findings, New Directions, and Lessons for the Study of Modern Work', *Journal of Organizational Dynamics* 28, 383–400.
- 3) Barney, J. (1991), 'Firm Resources and Sustained Competitive Advantage', *Journal of Management* 17, 1, 99–110.
- 4) Bentley, K. and P. Yoong (2000), 'KnowledgeWork and Telework: An Exploratory Study', *Internet Research, Electronic Networking Applications and Policy* 10, 4, 346–356.
- 5) Bernardino, A. (1996), *Telecommuting: Modeling the Employer's and the Employee's Decision-Making Process* (New York, London: Garland).
- 6) Bhattacharya, M. , D. Gibson and D. Doty (2005), 'The Effects of Flexibility in Employee Skills, Employee Behaviors, and Human Resource Practices on Firm Performance', *Journal of Management* 31, 4, 622–640.

- 21) Eisenberger, R., R. Huntington, S. Hutchison and D. Sowa (1986), 'Perceived Organisational Support', *Journal of Applied Psychology* 71, 3, 500–507.
- 22) Empirica (2000), *Conditions for the Development of New Ways of Working and Electronic Commerce in Spain*. Final Report, Electronic Commerce and Telework Trend (Madrid: Empirica & DyR).
- 23) Europublic (2001), *Culture and the IT Revolution*, Report found on the Internet <http://www.europublic.com/html/articles/itrev.html> (accessed May 2002).
- 24) Felstead, A., N. Jewson and S. Walters (2003), 'Managerial Control of Employees Working at Home', *British Journal of Industrial Relations* 41, 2, 241–264.
- 25) Gareis, K. (2003), *The Intensity of Telework in 2002 in the EU, Switzerland and the USA* (Bonn, Germany: Empirica).
- 26) Gittleman, M., M. Horrigan and M. Joyce (1998), 'Flexible Workplace Practices: Evidence from a Nationally Representative Survey', *Industrial and Labour Relations Review* 52, 1, 99–115.
- 27) Golden, T. (2006a), 'Avoiding Depletion in Virtual Work: Telework and the Intervening Impact of Work Exhaustion on Commitment and Turnover Intentions', *Journal of Vocational Behavior* 69, 1, 176–187.
- 28) Golden, T. (2006b), 'The Role of Relationships in Understanding Telecommuter Satisfaction', *Journal of Organizational Behavior* 27, 3, 319–340.
- 29) Golden, T. and J. Veiga (2005), 'The Impact of Extent of Telecommuting on Job Satisfaction: Resolving Inconsistent Findings', *Journal of Management* 31, 2, 301–318.
- 30) Grant, R. (1996), 'Toward a Knowledge-Based Theory of the Firm', *Strategic Management Journal* 17, Winter Special Issue, 109–122.
- 31) Haddon, L. and M. Brynin (2005), 'The Character of Telework and the characteristics of Teleworkers', *New Technology, Work and Employment* 20, 2, 34–46.
- 32) Harrington, S. and C. Ruppel (1999), 'Telecommuting: A Test of Trust, Competing Values, and Relative Advantage', *IEEE Transactions on Professional Communication* 42, 4, 223–239.
- 33) Harris, L. (2003), 'Home-Based Teleworking and the Employment Relationship', *Personnel Review* 32, 4, 422–437.
- 34) Houseman, S. (2001), 'Why Employers Use Flexible Staffing Arrangements: Evidence from an Establishment Survey', *Industrial and Labor Relations Review* 55, 1, 149–170.
- 7) Bobko, P. and C. Russell (1994), 'On Theory, Statistics, and the Search for Interactions in the Organizational Sciences', *Journal of Management* 20, 1, 193–200.
- 8) Cappelli, P. and D. Neumark (2001), 'Do «High-Performance» Work Practices Improve Establishment-Level Outcomes?' *Industrial and Labor Relations Review* 54, 4, 737–775.
- 9) Cascio, W. (2000), 'Managing a Virtual Workplace', *Academy of Management Executive* 14, 3, 81–90.
- 10) Chaudron, D. (1995), 'The «Far-Out» Success of Teleworking', *Supervisory Management* 40, 1, 6.
- 11) Clear, F. and K. Dickson (2005), 'Teleworking Practice in Small and Medium-Sized Firms: Management Style and Worker Autonomy', *New Technology, Work and Employment* 20, 3, 218–233.
- 12) Collins, M. (2005), 'The (Not So Simple) Case for Teleworking: A Study at Lloyd's of London', *New Technology, Work and Employment* 20, 2, 115–132.
- 13) Daniels, K., D. Lamond and P. Standen (2001), 'Teleworking: Frameworks for Organizational Research', *Journal of Management Studies* 38, 8, 1151–1185.
- 14) Déniz, M. and P. De Saá (2003), 'A Resource-Based View of Corporate Responsiveness Toward Employees', *Organization Studies* 24, 2, 299–319.
- 15) Dess, G. and R. Robinson (1984), 'Measuring Organizational Performance in the Absence of Objective Measures', *Strategic Management Journal* 5, 3, 265–273.
- 16) Dreyer, B. and K. Gronhaug (2004), 'Uncertainty, Flexibility, and Sustained Competitive Advantage', *Journal of Business* 57, 7, 484–494.
- 17) Drucker, P. (1999), 'Knowledge Worker Productivity: The Biggest Challenge', *California Management Review* 41, 2, 79–94.
- 18) Duxbury, L., C. Higgins and D. Neufeld (1998), 'Telework and the Balance between Work and Family: Is Telework Part of the Problem or Part of the Solution?' in M. Igbaria and M. Tan (eds), *The Virtual Workplace* (Hershey, PA: Idea Group Publishing), pp. 218–255.
- 19) Duxbury, L., C. Higgins and S. Mills (1992), 'After-Hours Telecommuting and Work-Family Conflict: A Comparative Analysis', *Information Systems Research* 3, 2, 173–190.
- 20) Eaton, S. (2003), 'If You Can Use Them: Flexibility Policies, Organizational Commitment, and Perceived Performance', *Industrial Relations* 42, 3, 145–167.

- 48) Michie, J. and M. Sheehan (2005), 'Business Strategy, Human Resources, Labour Market Flexibility and Competitive Advantage', *International Journal of Human Resource Management* 16, 3, 445–464.
- 49) MirSepasi, N. (2005) Human Resource Strategic Management and Work Relations (Practice and Papers), Tehran, Mir Pub.
- 50) Mokhtarian, P. , M. Bagley, L. Hulse and I. Salomon (1998), 'The Influence of Gender and Occupation on Individual Perceptions of Telecommuting', *The Journal of the American Society for Information Science* 49, 12, 691–711.
- 51) Nilles, J. (1998), *Managing Telework: Strategies for Managing the Virtual Workforce* (New York: John Wiley & Sons).
- 52) Parker, S. , T. Wall and P. Jackson (1997), 'That's Not My Job: Developing Flexible Employee Work Orientations', *Academy of Management Journal* 40, 899–929.
- 53) Pearlson, K. and C. Saunders (2001), 'There's No Place Like Home: Managing Telecommuting Paradoxes', *Academy of Management Executive* 15, 2, 117–128.
- 54) Pérez, M. , A. Martínez and P. De Luis (2002), 'Benefits and Barriers of Telework: Perception Differences of Human Resources Managers According to Company's Operations Strategy. Technovation', *The International Journal of Technological Innovation and Entrepreneurship* 22, 12, 775–783.
- 55) Pérez, M. , A. Martínez and P. De Luis (2003), 'The Organizational Implications of Human Resources Managers' Perception of Teleworking', *Personnel Review* 32, 6, 733–755.
- 56) Raghuram, S. , B. Wiesenfeld and R. Garud (2003), 'Technology Enabled Work: The Role of Self-Efficacy in Determining Telecommuter Adjustment and Structuring Behavior', *Journal of Vocational Behavior* 63, 2, 180–198.
- 57) Rau, B. and M. Hyland (2002), 'Role Conflict and Flexible Work Arrangements: The Effects on Applicant Attraction', *Personnel Psychology* 55, 1, 111–136.
- 58) Robbins, E. (2010), *Organisational Behavior*, Translated by A. Parsaeian and S. M. A'rabi, Tehran, Cultural Researches Office Pub.
- 59) Robert, M. and M. Börjesson (2006), 'Company Incentives and Tools for Promoting Telecommuting', *Environment and Behavior* 38, 4, 521–549.
- 60) Schweitzer, L. and L. Duxbury (2006), 'Benchmarking the Use of Telework Arrangements in Canada', *Canadian Journal of Administrative Sciences* 23, 2, 105–177.
- 35) Huws, U. , N. Jagger and S. O'Regan (1999), *Teleworking and Globalisation* (London: Institute for Employment Studies).
- 36) Huws, U. , N. Jagger and P. Bates (2001), *Where the Butterfly Alights: The Global Location of eWork* (London: Institute for Employment Studies).
- 37) Illegems, V. and A. Verbeke (2004), 'Telework: What Does It Mean for Management?' *Long Range Planning* 37, 4, 319–334.
- 38) Illegems, V. , A. Verbeke and R. S'Jegers (2001), 'The Organizational Context of Teleworking Implementation', *Technological Forecasting and Social Change* 68, 2, 275–291.
- 39) Ilozor, D. , B. Ilozor and J. Carr (2001), 'Management Communication Strategies Determine Job Satisfaction in Telecommuting', *Journal of Management Development* 20, 6, 495–507.
- 40) Iverson, R. (1996), 'Employees Acceptance of Organizational Change: The Role of Organizational Commitment', *International Journal of Human Resource Management* 7, 1, 122–149.
- 41) Jackson, P. (1999), 'Organisational Change and Virtual Teams: Strategic and Operational Integration', *Information Systems Journal* 9, 4, 313–332.
- 42) Kelliher, C. and M. Riley (2003), 'Beyond Efficiency: Some By-Products of Functional Flexibility', *The Service Industries Journal* 23, 4, 98–113.
- 43) Kowalski, K. and J. Swanson (2005), 'Critical Success Factors in Developing Teleworking Programs. Benchmarking', *An International Journal* 12, 3, 236–249.
- 44) Kurland, N. and D. Bailey (1999), 'Telework: The Advantages and Challenges of Working Here, There, Anywhere and Anytime', *Organizational Dynamics* 28, 53–68.
- 45) Kurland, N. and C. Cooper (2002), 'Manager Control and Employee Isolation in Telecommuting Environments', *Journal of High Technology Management Research* 13, 1, 107–126.
- 46) Luukinen, A. (1996), 'A Profile of Finnish Telework: Survey Results Concerning the Nature, Extent, and Potential of Telework in Finland', in A. Luukinen (ed.) *Directions of Telework in Finland: Report by the Finnish Experience with Telework Project* (Helsinki, Finland: Ministry of Labour—Publication of Labour Administration), pp. 1–22.
- 47) Madsen, S. (2003), 'The Effects of Home-Based Teleworking on Work-Family Conflict', *Human Resource Development Quarterly* 14, 1, 35–58.

- 75) Wilson, M. and A. Greenhill (2004), 'Gender and Teleworking Identities in the Risk Society: A Research Agenda', *New Technology, Work and Employment* 19, 3, 207–221.
- 76) Wright, P. and S. Snell (1998), 'Toward a Unifying Framework for Exploring Fit and Flexibility in Strategic Human Resource Management', *Academy of Management Review* 23, 4, 756–772.
- 77) Wright, P. , B. Dunford and S. Snell (2001), 'Human Resources and the Resource-Based View of the Firm', *Journal of Management* 27, 701–721.
- 61) Stanworth, C. (1997), 'Telework and the Information Age', *New Technology, Work and Employment* 13, 51–62.
- 62) Steward, B. (2000), 'Changing Times. The Meaning, Measurement and Use of Time in Teleworking', *Time and Society* 9, 1, 57–74.
- 63) Sullivan, C. (2003), 'What's in a Name? Definitions and Conceptualisations of Teleworking and Homeworking', *New Technology, Work and Employment* 18, 3, 158–165.
- 64) Sullivan, C. and S. Lewis (2001), 'Home-Based Telework, Gender, and the Synchronization of Work and Family: Perspectives of Teleworkers and Their Co-Residents', *Gender, Work and Organization* 8, 2, 123–145.
- 65) Teece, D. , G. Pisano and A. Shuen (1997), 'Dynamic Capabilities and Strategic Management', *Strategic Management Journal* 18, 7, 509–533.
- 66) Tietze, S. (2002), 'When «Work» Comes «Home»: Coping Strategies of Teleworkers and Their Families', *Journal of Business Ethics* 41, 4, 385–396.
- 67) Valle, M. and L. A. Witt (2001), 'The Moderating Effect of Teamwork Perceptions on the Organizational Politics-Job Satisfaction Relationship', *The Journal of Social Psychology* 141, 3, 379–388.
- 68) Valsecchi, R. (2006), 'Visible Moves and Invisible Bodies: The Case of Teleworking in an Italian Call Centre', *New Technology, Work and Employment* 21, 2, 123–138.
- 69) Venkatesh, V. and C. Speier (2000), 'Creating an Effective Training Environment for Enhancing Telework', *International Journal of Human-Computer Studies* 52, 6, 991–1005.
- 70) Venkatraman, N. and V. Ramanujam (1986), 'Measurement of Business Performance in the Absence of Objective Measures', *Strategic Management Review* 11, 4, 801–814.
- 71) Walton. J, (2007), *Human Resources Strategic Development*, Translated by N. Mirsepasi and D. Gholamzadeh, 2nd ed, Tehran, Mir Pub
- 72) Watad, M. and F. DiSanzo (2000), 'Case Study. The Synergism of Telecommuting and Office Automation', *Sloan Management Review* 41, 2, 85–97.
- 73) Watad, M. and P. Will (2003), 'Telecommuting and Organizational Change: A Middle-Managers' Perspective', *Business Process Management Journal* 9, 4, 459–472.
- 74) Wernerfelt, B. (1984), 'A Resource-Based View of the Firm', *Strategic Management Journal* 5, 2, 171–180.

---

<sup>1</sup> ICTs

<sup>2</sup> CEO