

Telework in I.R.I.B and the role of information technology

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Abstract

Information and communication technologies lead to development of its application in various fields, particularly teleworking. The purpose of current study is to investigate the role of individual and organizational antecedents and attitudes in establishing employees' tendency to teleworking in Islamic Republic of Iran Broadcasting. Further, the role of information technology in the issue would be considered. Statistical population is all the employees of Islamic Republic of Iran Broadcasting in Tehran. A sample of 160 employees was selected by convenience sampling approach. This paper is applicable-descriptive in terms of method and is quantitative in terms of data collection approach. To collect data from questionnaires, descriptive statistics (percent and frequency), and Kolmogorov-Smirnov test and one sample t-test have been utilized. Results indicated that individual and organizational attitudes have a significant role in establishing teleworking tendency in Islamic Republic of Iran Broadcasting. Further, individual and organizational antecedents had a significant role in establishing teleworking tendency of employees. Hence, some suggestions are proposed to the Islamic Republic of Iran Broadcasting managers. With the increasing number of vehicles and the crowd, the traffic problem is multiplied, which both wastes time and money, both fatigue and multiplicity of cities pollution. Teleworking is considered as a solution to work problems and the above.

Keywords

Telework, Information technology, Islamic Republic of Iran Broadcasting, Individual and organizational antecedents, Job attitude

Introduction

By entering the third millennium, the development and expansion of information and communication technology, including computers, communication networks, software and communications, office and specialized hardware have caused tremendous changes in various social,

administrative and economic fields, organizations made distant from vertical and hierarchical structure (Solis, 2016). Big organizations need to look for solutions to improve organizational performance and optimal use of human resources, which today is the most important asset in any organization, and has a great contribution to its effectiveness. Given the increasing costs of new recruits, the provision of facilities and services for them, the high cost of fuel, air pollution, the importance of incentives and employee satisfaction, and so on, organizations increasingly go to distance work as an interested new strategy (Offstein et al., 2010). Distance work is a growing workflow, whereby employees work at least part of the week at a location far away from their office. A round of work is a common part of the work done at home or in the targeted area of the distant workers in service and sales jobs (Maruyama and Tietze, 2012). Thus, distance work is departure point from the standard working conditions towards flexible working practices that has become commonplace and a unique challenge for managers and employees. Although distance work in general is defined as doing work away from the central place of work using communication technologies and is still growing throughout the world, there are many criticisms about it (Kanellopoulos, 2011). Given the increasing number of jobless people in recent years, both groups of employees and managers, workers and employers have expressed concern about the potential negative impact of distance work. Distance workers believe that they have had very negative relationships with their directors and colleagues, and average work / life expectancy is lower than their peers and colleagues. At the same time, they welcome the expansion of autonomy and flexible workplaces (Hosseinpour and Alizadeh, 2012). On the other hand, management maintains a far-reaching implementation due to increased employee productivity. In our country, due to the government's policy and the movement of organizations towards the e-government, which contribute to reduce ineffective administrative bureaucracy, low productivity of staff, high individual and organizational costs, lack of balance

of work with life, decreasing family roles and the social identity, increasing the number of absences, and emphasizing on implementation of the distance work plan in accordance with the Sixth Development Plan are observed perfectly (Ziaee and Nateq, 2013). In addition, global economic changes and issues such as joining the World Trade Organization, Iranian organizations, and especially large governmental organizations (including broadcasting of Islamic Republic of Iran), will inevitably lead to the full utilization of all available capacities in the country and in line with increasing national production and improving the livelihoods and welfare of employees in existing conditions (Mobini and Aminnejad, 2011). It is worth noting that some of the norms of the traditional Iranian society are changing due to cultural changes and economic pressure on families. This is a significant issue in big cities. In this regard, the distance work of employees is an appropriate option that can help to make radical changes to their roles in society. One of the biggest challenges faced by Iranian organizations is the strategic alignment of information technology with business. Many Iranian organizations have complex systems that lack the integrity due to environmental changes and gradual evolution of the organization's environment. Considering that organizational architecture is one of the best solutions of IT management organization and its alignment with business strategy, it is not possible to ignore it for organizations, especially governmental organizations such as the broadcasting of Islamic Republic of Iran. Most organizations are either starting or intending to launch such projects. Despite the valuable studies on distance work and its implementation methods both inside and outside the country, there is still no study within the country about broadcasting as a non-governmental organization. Accordingly, the main issue of this research is that how pre-requisites and attitudes of the individual and organization of distance work of employees in the broadcasting of Islamic Republic of Iran is important and effective? In the following, after addressing the issue and reviewing the distance work literature and its implementation methods, the review of the telecommunication experience both internally and abroad and the methodology of the research are discussed. After analyzing the collected data, the results of the study are discussed and in the final section the general results of the research are presented along with the suggestions.

Theoretical fundamentals of research

Distance working can be defined as a way of organizing work based on the creation of time and space flexibility in doing work, using IT capabilities. In another definition, distance working is a type of work in which employees perform their work in a place other than the usual place of business (Hoorweg et al., 2016). Meanwhile, working

for one or more days a week at home, either a user's site or at the center through telecommunications technology in this category. Distanceworking, despite its limitations, has many benefits. In general, these benefits can be divided into three broad categories of individual benefits (including reduced costs and travel time, improved job opportunities, improved work-life balance, flexible hours, job creation for the disabled), organizational (Increasing productivity, reducing overhead costs, maintaining scarce skills, increasing customer service) and social (such as reducing traffic, wider employment opportunities, access to work for people with special needs, economic recovery at the moment (Kesselman, 2016). The key to the success of distance work is finding the right people, but planning, interest or definition of a job does not lead to finding suitable people. Due to an executive method that distinguishes distance work from on-site work, it has its own particular needs, including the following (Martin & McDonnell, 2012):

- Identification of occupations and individuals: The most urgent and first step in the pursuit of distance work is identifying the occupations and the right people of this mode of work
- Technology: Work equipment, hardware equipment such as computer, printer, scanner; software such as required programs and databases; as well as automation and e-mail; communications equipment such as telephone, fax, modem; and, of course, the Internet with appropriate bandwidth and volume must be provided in a remote location.
- Work environment: One of the most important and necessary conditions for greater productivity in distance working, taking into account the convenient location, away from the noise and travel of others, as well as a safe, hygienic and ergonomic environment for work.
- Financial support: The organization must provide sufficient financial resources for the provision of side tools, as well as communication costs (telephone and internet)
- Technical support: It is imperative to always provide technical support to the computer system and computer programs during distance working.
- Skill: Training on the use of hardware and software for distance work, as well as distance working rules for distance workers is required.
- Written guidelines and policies: For the clarity of the distance workers' responsibilities, they must provide

them with guidelines and policies based on the duties of individuals and in written form.

- Availability: distance worker should always be linked to the manager and his colleagues via telephone or e-mail or any other communication device. Of course, it's better to summarize this need for office hours so as not to disturb the privacy.

- In contact and being aware: A distance worker must attend weekly or monthly meetings at his / her place of work and always try to be informed of the latest news on his / her personal / administrative work area and his / her field work news.

- Periodic evaluation of functions: In certain time intervals, the performance of the distance worker should be measured in order to determine the rate of return of this method of work.

- acculturation at the community level: In order to prepare the community, especially the families of distance workers, it is necessary to think carefully and provide them with the necessary knowledge.

Distance working does not necessarily mean home work, it can be done in travel, missions, and anywhere other than the office environment and the office of work, the process we are witnessing today is that individuals are required to work with well-known expertise in their homes. However, distance working has several types and is known in a variety of ways, the most important of which are (Vesala and Tuomivaara, 2015): 1) Full-time or part-time distance working; 2) self-employed distance workers who normally work at home, 3) mobile distance workers who work at least 10 hours a week from their main place of work, and 4) people who work full time in their work environment and sometimes at home after work from working hours. It should be noted that managers should look at the nature of the job and the capabilities of the employees at the beginning of the work, and to carefully select the businesses and individuals to avoid the harmful and destructive mistakes made by the wrong choice, because only by choosing the right occupations and distance workers, as well as the provision of this framework for distance workers, could be hopeful for the success of this plan (Hosseinpour and Alizadeh, 2012).

Empirical research background

Ziaee and Nategh (2013) developed a framework for distance work structure in the Ministry of Cooperatives, Work and Social Welfare in a fundamental research project. It was revealed that the framework has six columns

and three levels or rows, the levels indicated that three levels of distance work could be addressed. The highest level that can be addressed to the distance work problem is the strategic level of the organization and, respectively, the mid-level and operational level and the columns that represent motivations, legal documents, processes, information technology, information security and structure and the organization. Memarzadeh Tehran and Abol-Mali (2012) studied the impact of distance work on employees' performance in the Ministry of Cooperatives, work and Social Welfare. The findings of the study showed that distance work has a positive relationship with performance components (organizational commitment, cost savings, motivation, promotion, job satisfaction, focus) and due to flexibility it increases employee performance. Also, the results showed that the model factors are not equal and organizational commitment with the highest average rating is the most important factor and the promotion with the lowest average rating is the least important factor in distance working. Hosseinpour and Alizadeh (2012) examined the effect of psychological resources on the acceptance of distance work by the employees, using data from employees of the headquarters of the Ministry of Industry, Mines and Trade. The results of the research indicated that employees' psychological resources affect on distance work acceptance. It was also found that among dimensions of psychological resources; only two dimensions of hope and optimism are effective in admitting distance work. Damghaniyan and Rosban (2011) surveyed the implications of distance work in employed women, saying that distance work gives women the opportunity to attend their job duties while being together with their families and addressing their home and child responsibilities. But it could also bring problems for them and their families. Mobini and Aminnejad (2011) analyzed the effect of human resource development on the selection and acceptance of work and its moderating effect on performance. The researchers found that human resource development methods are strongly linked to the extent to which workflows are accepted, and they regulate the relationship between workflow and organizational performance. The positive moderating effect of human resource development methods point out that implementation is only necessary for this reason, and it is not necessary to facilitate the selection and acceptance of work, but they also increase the impact of distance work at the organizational level. Mamdohi et al. (2010) have argued that distance work has many benefits in different areas of life, which are divided into three categories: individual, organizational and social. The researchers cited the social benefits of distance work for transport (reduced traffic) and environmental (lowering levels and fuel consumption). Mamdouhi et al. (2004) modeled the possibility of distance work for all types of occupations based on occupational activities

and attempted to demonstrate how this model was used to estimate the number of distance work days suitable for different occupations. This was conducted using selected discrete multi-logic models. According to the researchers, using the results of this method can identify job activities in terms of fitness and feasibility for distance work.

Hoornweg et al. (2016) surveyed 111 distance workers at a bank to examine the relationship between distance work severity and individual productivity with regard to the moderating role of employees' intrinsic motivation. Researchers observed a direct and nonlinear relationship between the severity of distance work and individual productivity. However, the role of moderating motivations in the relationship between the two variables was not confirmed. However, office hours reduced the relationship between distance work severity and individual productivity. Solis (2016) conducted a study aimed at analyzing the effects of 6 variables related to distance work conditions on conflict of family and work life and using data from 142 distance workers in governmental organizations. The results showed that factors affecting the conflict between work and family life include the space used for work at home, the presence of people at home while the person is working, the number of days of distance work, when a person does distance work, and the responsibility outside the work environment. Kesselman (2016), reviews the existing technology, allows librarians to do their work outside the workplace. Some traditional building-based services, like physical resources, have been replaced by virtual resources. Therefore, library officials are not restricted to a specific library and can submit their services to several universities. Basile and Beauregard (2016) attempted to identify strategies used by successful distance workers to create and maintain boundaries between work and home, and to determine how these strategies are linked to employee preferences for the partitioning or integration of work and home. The results showed that distance workers use physical, temporary, behavioral and communication strategies to reproduce similar boundaries to office environments. Although distance workers can develop strategies that allocate boundaries for their preferences for segmentation or integration, employees who have more autonomy and control are better off than other distance workers. Vesala and Tuomivaara (2015), with a long-term survey of 46 knowledge workers, showed that distance work reduced the following criteria: time pressure, work interruption, negative emotions in the workplace, work-life balance analysis, and stress; increase in satisfaction from work. Also based on the results, successful entrepreneurs and supervisors will see significant improvements from working conditions to subordinates. Maruyama and Tietze (2012) conducted a study aimed at comparing pre- distance work anxieties, expectations and motivations with the help of 394 distance workers.

The findings indicated that before the distance work was accepted, the subjects tended to negligently consider the positive effects of distance work and its negative effects. Also, there were differences in pre- distance work expectations and outcomes after distance work between different groups of respondents. Martin and McDonnell (2012), with meta-analysis of 991 papers, tried to integrate multidisciplinary distance work literature to answer the question of whether distance work is effective for organizations? According to findings, there was a positive relationship between distance work and organizational outcomes. distance work increased productivity, strengthened organizational commitment, and improved organizational performance. Kanellopoulos (2011) presented distance work typology to identify its effects. According to the results, the provision of distance work infrastructure has a significant impact on the income and quality of life of poor villagers. Based on personal experiences and observations from a wide range of organizations, Offstein et al. (2010) found that, in most successful distance work, organizations and individuals, technology and leadership for work without geographical constraints, time or presence interwoven physically. Therefore, successful organizations and individuals embraced distance work as a source of competitive advantage.

Research methodology

The method of this research aspect of purpose is applied and descriptive survey. The statistical community of the research includes all employees and experts of different parts of the Islamic Republic of Iran Broadcasting Organization. In this research, 160 employees of broadcasting organization were gathered by using available sampling. Data were collected through a questionnaire. The realm of research is the spring of 2017. The instrument used in this research was a researcher-made questionnaire based on the literature of the study, which was arranged in 38 questions. Questions related to the variables of individual and organizational prerequisites have been derived from the Solis study (2016) and questions about individual and organizational attitudes from Maruyama and Tietze (2012). Questionnaire questions were packed in five options and designed in the form of a Likert scale. In this study, the validity and reliability of the questionnaire means validity of the questionnaire, which has been approved by specialist referees in this field. Cronbach's alpha was used to measure the reliability of the questionnaire. The pre-test of this research was done for a questionnaire with 30 samples. The Cronbach's alpha value for questionnaire items is 0.86, which is acceptable at acceptable levels (values above 0.69 are acceptable). Therefore, the reliability of the questionnaire was confirmed. Data were analyzed using descriptive statistics, Kolmogorov-Smirnov test (for

data normalization test), and the mean of a community test by SPSS software.

Research findings

The results of the descriptive statistics show that 90% of respondents were male and 10% were female. 56.25% of the respondents had bachelor's degree, 38.13% had association of science degree, and 63.5% had master's degree. 34.38% of respondents aged 30-39 years old, 25.63% were in the age range of 20-29 years, 23.75% were between 40-49 years old, 14.38% were between 50 to 59 years old and 1.8% in the age range over 60 years old. In addition, 50% of the respondents employed contractual employment, 31.25% were recruiting, and 18.75% were the official recruitment of the Islamic Republic of Iran Broadcasting Organization. In terms of work experience, 56.88% of respondents under the 10, 21.13% between 21 and 30 years, 13.75% between 11 and 20 years, and 25.6% of over 30 years of work experience in broadcasting organization.

Table 1- Respondents' Profile

factor	dimension	Frequency	percentage
Age	20 to 29 years	41	25.63
	30 to 39 years old	55	34.38
	40 to 49 years old	38	23.75
	50 to 59 years old	23	14.38
	More than 60	3	1.88
education	Association of science	61	38.13
	Bachelor degree	90	56.25
	Master of science degree	9	5.63
gender	Male	144	90
	female	16	10
Work experience	under 10 years	91	56.88
	Between 11 and 20 years	22	13.75
	Between 21 and 30 years	37	23.13
	More than 30	10	6.25
recruitment type	Official	30	18.75
	Semi official	50	31.25
	contractual	80	50

Initially and before studying the research data, the normal distribution of the variables has been studied. For this purpose, the Kolmogorov-Smirnov test was used. This type of test is used to examine the claim for the distribution of

data of a small variable. Since the sample size is greater than 30, according to the central limit of the statistical distribution will be approximately normal. On the other hand, using the Kolmogorov-Smirnov test, the results were obtained according to the following table. Since the level of significance for all variables is more than 0.05. Therefore, the distribution of variables is normal.

Table 2- The results of the Kolmogorov-Smirnov test

	Individual prerequisites	Organizational prerequisites	Individual attitude	Organizational attitude
Z	0.605	0.641	0.789	0.815
P	0.857	0.806	0.563	0.520

In order to study the importance of each of the four variables of individual and organizational attitudes and the individual and organizational prerequisites for distance working in Broadcasting Organization of the Islamic Republic of Iran, a single-sample t test has been used. As can be seen in the table below, the average response to questions related to the individual's prerequisite variable is 3.44, t is equal to 9.298 and the significance level is zero. Because this value is less than the alpha value at the error level of 0.05 / 0, therefore, the individual needs for distance working in the broadcasting organization is important (P = .000) (P = .0) meaning individual prerequisites lead to more employees' desire to distance working in Broadcasting Organization of Islamic Republic of Iran. The importance of organizational prerequisites for distance working in broadcasting Organization was also examined using t test. Table 3 shows that the average response to questions for the organizational needs variable is 3.41, t is equivalent to 7.98 and the significance level is zero. This value is less than the alpha value at the level is 0.05 / 0.0 (P = 0.000) that means organizational prerequisites are also of great importance for the desire for distance working. Also, the average response to questions related to the individual attitude variable is 4.5 / 3, the value of t is equal to 9.295 and the level of significance is zero. This value is less than the alpha value at the error level of 0.05 / 0, so the individual attitude to distance working in broadcasting organization is important (P = .000). This means that individual attitudes lead to more willingness of employees to distance working in broadcasting organization of Islamic Republic of Iran Organization. Finally, the average of the answers to the questions for the organizational attitude variable is equal to 3.64, the value of t is equal to 4.58 and the significance level is zero. This value is less than the alpha value at the error level of 0.05 (P = 0.000). Therefore, it can be stated that the organizational attitude of the employees in their desire to work for distance working in the broadcasting organization of Islamic Republic of Iran is important.

Table 3-Results of single t-test –sample

	Mean	standard deviation	standard error average	t	sig
Individual prerequisites	3.4427	0.71259	0.04761	9.298	0
Organizational prerequisites	3.4143	0.77689	0.05191	7.981	0
Individual Attitude	3.4491	0.72316	0.04832	9.295	0
Organizational Attitude	3.1633	0.53345	0.03564	4.581	0

After identifying the importance of the four factors of individual and organizational attitudes and individual and organizational prerequisites for the phenomenon of distance working in Broad casting Organization, now each of the indicators related to the variables is discussed. The table below illustrates the telecommunication organizational needs of the organization's staff. Based on this table, it can be seen that: 1) the rate of acceptance of distance

work among office staff is downward, 2) the amount of training required to use ICT facilities is low, and 3) the amount of public education and the acculturation for distance working is low, and 4) the appropriate jobs for distance working are medium to upward. It was found that people with higher education considered much more jobs suitable for distance working.

Table 4- Descriptive statistics of organizational pre-requisites of distance work (in percent)

item	Very Low	low	Medium	high	Very High
Possibility amount of computer and internet networks	16.09	18.39	39.08	22.99	3.45
The amount of software facilities in the office for distance work	19.54	19.54	32.18	24.14	4.6
Amount of regulations and instructions in the office for distance work	47.13	34.48	14.94	3.45	0
The degree of acceptance of distance work and distance work employees among managers	25.29		22.99	12.64	2.3
The degree of acceptance of distance work among employees	17.44	30.23	31.4	19.77	1.16
The amount of training required to use ICT facilities for distance work	35.63	36.78	20.69	6.9	0
The amount of general education and acculturation in the administration	37.93	39.08	19.54	3.45	0
The number of suitable jobs for distance work in the administration	5.81	18.6	46.51	25.58	3.49
responsible and special institution for planning and supervising distance work in the administration	43.02	41.86	11.63	3.49	0
Training courses and seminars and conferences for the recognition and promotion of distance work among employees in the administration	65.52	24.14	10.34	0	0
Client referrals to the office through software and Internet systems	6.98	22.09	16.28	40.7	13.95

The following table also describes the pre-requisites of distance work. In the case of individual pre-requisites variables of distance work, responses were only different in some cases with previous outcomes. For example, the

amount of interest for distance work was high, indicating that the willingness to work in people with higher education is higher.

Table 5- Descriptive statistics of pre-requisites of distance work

item	Very Low	low	Medium	high	Very High
The amount of suitable space for people at home for distance work and office work	7.69	8.79	39.56	30.77	13.19
Knowledge of people with computers and the Internet	2.2	7.69	27.47	42.86	19.78
Individuals' inclination and interest for distance work	3.33	7.78	28.89	32.22	27.78
amount of time for distance work	2.3	9.2	45.98	36.78	5.75

The table below shows the descriptive statistics related to the organizational attitude variable. According to the findings of this table: (1) The impact of distance work to solve intra-urban traffic and its problems, such as air pollution and the environment, is very low, and (2) the impact of

distance work on the optimization of energy consumption in the administration is very low, (3) the impact of distance work on the improvement of customer service, is very high, and 4) the impact of distance work on the level of coordination of organizational units with each other, is low.

Table 6- Descriptive statistics of organizational attitude toward distance work

item	Very Low	low	Medium	high	Very High
The impact of distance work on needing large buildings and offices	41.11	22.22	15.56	11.11	10
The impact of distance work on solving problem of intra-urban traffic and its consequences, such as air pollution and the environment,	48.35	16.48	2.2	7.69	25.27
The impact of distance work on the optimization of energy consumption in administration	39.56	16.48	3.3	7.69	32.97
The impact of distance work on improving the service to the client	13.64	15.91	14.77	26.14	29.55
The impact of distance work on the managers' focus about the outcome of the work versus attention to the presence hours of employees	9.09	12.5	20.45	21.59	36.36
The impact of distance work on space and place in the healthy competition among employees	8.89	15.56	24.44	26.67	24.44
The impact of distance work on physical diseases due to sitting behind the desk	39.56	18.68	13.19	8.79	19.78
The impact of distance work on security of organizational data and information	18.18	23.86	25	15.91	17.05
The impact of distance work on the standardization of the methods and processes of doing work in the department	6.98	12.79	30.23	26.74	23.26
Impact of distance work on working discipline in the department	9.2	24.14	26.44	25.29	14.94
The impact of distance work on the level of coordination of organizational units	8.05	28.74	22.99	26.44	13.79

Finally, the table below shows the descriptive statistics of the employees' attitudes toward distance work. Based on this table, it can be seen that the impact of distant work on the tendency to survive in the office is moderate toward

high and the impact of distance work on the sense of belonging and dependency of individuals to the organization is moderate toward low.

Table 7- Descriptive statistics of individual attitude toward distance working

item	Very Low	low	Medium	high	Very High
The impact of distance working on the optimal use of the ability of individuals to perform administrative tasks	2.27	4.55	19.32	31.82	42.5
The impact of distance working on the productivity of individuals in the performance of administrative work	2.3	4.6	19.54	31.3	42.53
The impact of distance working on the travel charges of people to the department	37.5	20.45	13.64	6.82	21.59
The impact of distance working on working hours	1.14	6.82	23.86	21.59	38.37
The impact of distance working on the job satisfaction of individuals	1.16	3.49	27.91	29.7	31.4
Impact of distance working on people's interests to stay in the department	4.65	9.3	34.88	19.77	51.72
The impact of distance working on the free time of individuals	1.15	4.6	13.79	28.74	45.98
Impact of distance working on the opportunity to handle personal and family affairs	2.3	5.75	17.24	28.74	46.2
The impact of distance working on the work stress of individuals	29.89	21.84	16.9	14.94	17.24
The impact of distance working on the affirmation of belonging and belonging to the organization	8.14	25.58	26.74	20.93	18.6
The impact of distance working on the future and the job security of the people	11.63	20.93	44.19	8.14	15.12
Impact of distance working on the accountability of individuals in administrative affairs	2.3	6.9	44.83	17.24	28.74

Conclusion and Recommendations

The purpose of this study was to investigate the role of individual and organizational attitudes as well as individual and organizational prerequisites in the willingness of the employees of Broadcasting Organization of Iran to promote distance working. The results showed that all four variables of individual and organizational attitudes and prerequisites are very important for employees' willingness to adopt effective distance working. According to research findings, suggestions can be made for the managers of broadcasting organization. The results show that most of the organizational prerequisites for distance working in the workplace have not arisen, so suggestions can be categorized as follows:

- Promote and increase the amount of computer and Internet facilities for distance working: This proposal means increasing the power of the infrastructure, including the Internet bandwidth, power of computers, and so forth.

- Promote and increase the amount of software tools for distance working: it means using more powerful software for referral and doing business.

- Collecting or editing instructions and guidelines for distance working: To harmonize the procedures between managers and employees, there is a need for a set of specific procedures and guidelines for the organization that should be reviewed by specialists.

- Teaching and justifying managers to increase the acceptance of distance working and distance working among them: training and promoting traditional managers who refer to job referrals only in paper and direct and justify the efficiency of distance workers, like other employees and even high abilities.

- Hold a series of training courses and seminars for staff members to distribute distance working between them. To ensure that distance workers can handle all their duties and career progress is not compromised, they need to be

investigated. .

- Holding training courses to use IT and culture facilities. The use of these technologies for distance working: includes specialized computer training and more.
- Define or change the definition of a series of jobs to fit distance working: By reviewing existing jobs and changing job descriptions, more jobs can be tailored to distance working.

It was also found that all the prerequisites for distance working including home space, computer visibility, distance working, and distance working time were appropriately evaluated. Therefore, there is no specific proposal in this section. However, by adopting these policies, one can imagine a great deal of individual benefits as a result of distance working, including avoiding political behavior, balancing work and family, the possibility of employment for disabled people, caring for children with less stress, flexibility in time, and Location, improve productivity and morale, increased quality of life and work, increased autonomy, increased leisure and family life, increased job satisfaction, increased technical skills, less distraction, less stress, increased social activity, reduced commuting time, saved financial is due to non-payment for fuel and parking. In addition, the following can also be suggested to contribute this topic:

- By carrying out a distance working pilot in one of the units, it showed the impact of reduced commuting and cost, as well as a lack of work environment for employees.
- After implementation of the above paragraph, the amount of energy consumption reduction, employee productivity, speed of work, etc. In this unit and calculated in the form of a report to the managers of the company.
- Also, after a trial period, interviewing or re-interviewing the impact of distance working on work stress, physical illnesses, and other issues that previously had no impact on the workforce, it was examined and the results were reviewed by senior managers and eventually will be informed to employees.

It should be noted that there are four prerequisites for the success of distance working programs of the Broadcasting. These include technology, security, education, and politics. In a category, tools for distance working are classified according to the degree of ease or computational complexity, including information technology, communication technologies, network, groupware, and conference systems.

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