Telework practices, defined as an alternative work style where employees perform tasks at home that are normally done in a primary or central work place, for at least some portion of their workschedule, using electronic media to interact with others inside or outside the organization (Gajendran & Harrison, 2007). Teleworking may fit strategic responses to challenges that contemporary organizations around the globe face. For example, in order to attract scarce human capital in a competitive labour market, an organization might respond to employees’ demand for flexible work-arrangements in order to commit valued workers. Also globally operating organizations may be interested in adopting telework as they feel an increasing need for flexible and virtual collaboration among team members inside or outside their organizations (Peters, Bleijenbergh, & Oldenkamp, 2009). In addition, perceptions of telework adoption by other firms in their organizational fields are shown to enhance mimetic pressure on managers to hold more positive attitudes towards home-based telework (Peters & Heusinkveld, 2010) and, indirectly, to increase organizations’ readiness to introduce telework policies and practices in their organizations. Yet, not all organizations may experience or respond to such market and institutional pressures in similar ways. Across national boundaries, cultural varieties can be expected to be an added institutional source of cross-national variance in employers’ adoption (Maurice et al., 1980). Societal-level values and beliefs held by members of a culture can influence the adoption decision (Hofstede, 1991; Trompenaars, 1993; Schwartz, 1992, 2006, 2009), possibly also with regard to the introduction of telework (Peters, Bleijenbergh, & Oldenkamp, 2009). In fact, in most of the telework literature, national culture is presented as one of the explanations for cross-country differences in telework adoption and diffusion (Mokhtarian & Sato, 1994; Peters & Den Dulk, 2003; Raghuram et al., 2001; Standen, 2000; Tregaskis, 2000). Besides national culture, also the congruence of the telework practice with existing supporting management control mechanisms should be looked into, as indirect forms of control can compensate for the lack of direct control associated with telework (Daniels et al., 2000; Peters & Den Dulk, 2003). The present study aims to promote understanding of how telework practices are adopted in organizations in various national contexts by analyzing both cultural and organizational control mechanisms involved in (managerial and/or employee) decision making regarding the adoption of telework practices. We seek to provide an empirical answer to the following research question: To what extent do national cultural values and indirect management control mechanisms affect the odds of telework adoption in organizations? This study examines the adoption of telework practices in firms from an organizational perspective. The theoretical framework is informed from multiple theories and hypotheses the importance of cultural compatibility and supporting management control mechanisms replacing the possibility for direct control. Hypotheses are tested through a series of multiple logistic regression analyses. The data used in this study derive from a survey conducted in 2009-2010 as part of the Cranet research and comprises among 1,602 larger firms in 19 countries. Preliminary results show that the country in which the organization is situated plays a significant role in the prevalence of intensity of telework adoption. Moreover, in line with expectations, national culture was found to be associated with differences in telework adoption and diffusion in organizations. Furthermore, our results suggest that organizational level variables associated with management control also explain the uptake of telework in organizations. The paper concludes with implications for future research and management policies and practices.

References  