

# **A CASE STUDY OF THE IMPACT FACTORS OF EMPLOYEE PRODUCTIVITY IN REMOTE WORK ENVIRONMENTS AT CHENGZHOU TECH COMPANY**

**Zhang Xiyao<sup>1</sup>**

Master of Business Administration Program, Siam University<sup>1</sup>  
Thailand<sup>1</sup>

**Email:** 18463953916@163.com<sup>1</sup>

**Received:** May 15 2024; **Revised:** July 6 2024; **Accepted:** October 7, 2024

## **Abstract**

The onset of the 21st century marked a significant shift in the way organizations operate, particularly with the advent of digital technologies that enable remote work. This shift has been notably prominent within global tech companies, which often pioneer changes in work environments. Employees of Chengzhou Tech Company face difficulties in adapting to the remote technology provided by the company, resulting in a significant decrease in job satisfaction. The objectives of this study were: 1) To examine the relationship between perceived usefulness of technology and employee productivity in remote work settings. 2) To examine the relationship between perceived ease of use of technology and employee productivity in remote work settings. 3) To examine the relationship between job satisfaction and employee productivity among remote workers in the technology sector.

This study used quantitative research method and explores the relationship between technology acceptance, job satisfaction, and employee productivity of remote workers in Chengzhou Technology Company based on technology acceptance model. The questionnaire collection period lasted for four weeks, after which 850 responses were received, 800 were deemed valid, and the valid response rate of the completed surveys was thus approximately 94.12%. this study found that: 1) It was found that the perceived usefulness of technology strongly influences employee productivity. 2) The perceived ease of

use of technology was also shown to significantly affect productivity. 3) Job satisfaction was confirmed to have a positive impact on productivity. Based on these findings, the study proposed three key strategies aimed at enhancing productivity in remote work environments, that were: 1) Investments in specific, outcome-oriented technologies that are aligned with the workers' needs of use of technology, 2) Company select tools that are intuitive and provide comprehensive training to ensure all employees are proficient in using these technologies. 3) Fostering better communication, promoting work-life balance, and recognizing employee achievements were recommended.

**Keywords:** technology acceptance model, job satisfaction, employee productivity, remote work

## Introduction

The onset of the 21st century marked a significant shift in the way organizations operate, particularly with the advent of digital technologies that enable remote work. This shift has been notably prominent within global tech companies, which often pioneer changes in work environments. The COVID-19 pandemic further accelerated this transition, pushing even the most traditionally office-bound sectors towards remote work setups (Smith & Zhang, 2020). As such, understanding how remote work impacts employee productivity has become crucial for organizations aiming to optimize their workforce performance.

The Technology Acceptance Model (TAM), originally proposed by Davis in 1989, provides a robust framework for examining the acceptance of technology, particularly in new and adapting environments (Davis, 1989). It suggests that the perceived usefulness and ease of use of technology are significant predictors of its acceptance, which in turn impacts productivity (Chen, 2019). In parallel, job satisfaction has been extensively studied as a predictor of employee productivity. Satisfied employees are generally more productive, committed, and less likely to leave their jobs (Wang & Zhao, 2018). This is particularly relevant in remote work settings, where physical detachment from the workplace can affect an employee's job satisfaction and productivity (Li, 2021).

The concept of remote work itself needs careful examination. While the flexibility of remote work can increase job satisfaction and productivity, it can also lead to challenges such as isolation and difficulties in communication (Zhou, 2017). Understanding these dynamics within Chengzhou tech company is essential as they navigate the balance between remote and office-based work in the post-pandemic era. In the context of the ongoing shift toward remote work, Chengzhou tech company has encountered significant challenges with employee productivity. Employees have reported difficulties in adapting to the remote technologies provided by the company, citing issues such as the complexity and limited functionality of these tools, which have been identified as critical barriers to maintaining optimal work output. Moreover, there has been a notable decline in job satisfaction, which has been attributed to poor work-life balance and inadequate support from management in navigating remote work challenges.

The Technology Acceptance Model (TAM) and theories of job satisfaction provide a theoretical underpinning for addressing these productivity challenges. According to the TAM, two main factors influence the adoption and effective use of technology: perceived usefulness and perceived ease of use (Davis, 1989). When technology is perceived as useful and easy to use, employees are more likely to embrace it, leading to higher productivity levels. This relationship is particularly salient in remote work settings where reliance on technology is heightened (Zhou & Lu, 2017). Concurrently, job satisfaction theories suggest that satisfied employees are more productive. Factors contributing to job satisfaction in remote work include flexible work arrangements, clear communication from supervisors, and adequate technological support (Wang & Zhao, 2018). These elements help employees feel valued and supported, thereby enhancing their engagement and productivity (Li, 2021).

## **Research Objectives**

1. To examine the relationship between perceived usefulness of technology and employee productivity in remote work settings.
2. To examine the relationship between perceived ease of use of technology and employee productivity in remote work settings.

3. To examine the relationship between job satisfaction and employee productivity among remote workers in the technology sector.

## Literature Reviews

The Technology Acceptance Model (TAM), developed by Davis in 1989, has been extensively applied to study how users come to accept and use a technology. At its core, TAM proposes two primary predictors of technology acceptance: perceived usefulness (PU) and perceived ease of use (PEU). These factors determine an individual's intention to use a system, which ultimately influences actual usage (Davis, 1989). Research in the Chinese context has expanded on Davis's original model, exploring additional factors that may influence technology acceptance in local tech environments. For instance, Zhou and Lu (2017) explored how cultural variables might interact with perceived usefulness and ease of use, suggesting modifications to TAM that accommodate societal values which prioritize group harmony and collective decision-making.

Studies have addressed the applicability of TAM in various technological setups, from traditional desktop environments to mobile and cloud computing platforms. Wang and Wang (2016) demonstrated that TAM effectively predicts the acceptance of cloud services among IT professionals in China, highlighting the model's adaptability to new technologies. Moreover, the relationship between TAM factors and user satisfaction has shown that ease of use significantly impacts satisfaction, which in turn affects the long-term adoption of technology (Li & Chen, 2018). This indicates that enhancing the usability of technology could be as critical as its functionality in determining its acceptance. In remote work contexts, the relevance of TAM is particularly pronounced. Huang and Liu (2020) analyzed remote work technologies and found that both perceived usefulness and ease of use significantly influenced employees' acceptance of remote work tools, directly impacting their productivity and job satisfaction. The exploration of TAM in this literature review underscores its robustness and adaptability across different technologies and cultural contexts, providing a strong theoretical foundation for investigating technology acceptance in Chengzhou tech company with remote work settings.

Job satisfaction in the workplace is a well-explored domain within organizational behavior research, reflecting employees' perceptions of their job and its aspects, such as work environment, role clarity, and reward systems. In the context of remote work, especially within Chengzhou tech company, job satisfaction gains additional complexity due to the unique challenges and opportunities presented by this mode of work. In Chinese research, the factors influencing job satisfaction have been specifically analyzed within tech companies, considering the rapid technological advancements and the cultural nuances that affect employee expectations and perceptions. For instance, Zhao and Liu (2016) studied the impact of managerial support and team communication on job satisfaction among remote workers in technology sectors, highlighting the significant role these factors play in the remote work context.

Further studies have focused on the intrinsic and extrinsic factors contributing to job satisfaction. Zhang, Wang, and Li (2019) found that intrinsic motivators such as meaningful work and personal growth have a more potent influence on job satisfaction than extrinsic motivators like pay and job security, especially among younger employees in the tech industry. The dynamics of job satisfaction are also influenced by cultural factors, as employees in different regions may place varying degrees of importance on certain aspects of their job. According to Huang and Gao (2018), Chinese employees typically value job security and the social status associated with their employment, which can affect their overall job satisfaction differently compared to their Western counterparts.

Job satisfaction is crucial not only for employee retention but also for maintaining high levels of productivity. This is particularly true in remote settings, where physical detachment from the organizational environment can enhance or dampen one's job satisfaction based on how well companies address remote work challenges (Li & Zhang, 2017). The literature indicates that understanding job satisfaction in the context of remote work requires a multifaceted approach, considering technological, managerial, and cultural dimensions. Addressing these factors effectively can lead to enhanced job satisfaction, which in turn contributes to higher productivity and better organizational outcomes.

Employee productivity, especially in the context of remote work, is a critical area of focus for Chengzhou tech company. Productivity in such settings is influenced by various factors including technology integration, work environment, and individual employee attributes. The relationship between employee productivity and both technology acceptance and job satisfaction has been extensively studied, offering insights into how to optimize remote work practices to enhance output.

In China, studies have shown that the integration of effective technology that aligns with the needs and preferences of employees significantly boosts productivity. For instance, Zhou and Cheng (2018) found that when remote workers perceive the technology they use as both useful and easy to operate, their productivity levels tend to be higher compared to those who struggle with technological tools.

The role of job satisfaction in driving productivity has been underscored by numerous studies. Wang and Yang (2017) investigated remote workers in Chinese tech companies and discovered a strong correlation between job satisfaction and productivity. Employees who reported higher levels of satisfaction with their job roles and work conditions were more likely to exhibit higher productivity.

The cultural aspects also play a significant role in shaping productivity. According to Li and Zhao (2015), Chinese employees often place a high value on collective success and recognition within their work groups, which can motivate increased productivity, particularly in collaborative remote work environments.

Studies conducted in Western contexts, such as those by Smith and Roberts (2020), complement these findings by highlighting similar trends in technology acceptance and job satisfaction impacts on productivity, suggesting that while cultural nuances exist, the fundamental dynamics are comparable globally.

Remote work, a significant trend in the modern workplace, has transformed how global companies operate, especially within the technology sector. This mode of work offers flexibility and can lead to increased job satisfaction and productivity, but it also presents unique challenges such as isolation and communication barriers that can impact employee well-being and work output.

In the context of Chinese companies, significant research has been conducted to understand the dynamics of remote work. For example, Liu and Huang (2019) explored how remote work influences work-life balance among Chinese employees and found that while remote work offers flexibility, it also blurs the lines between work and personal life, which can lead to stress and decreased productivity if not managed properly.

Additionally, the technological infrastructure is crucial for effective remote work. Studies by Chen and Zhang (2016) have indicated that inadequate technological support can severely hinder the productivity of remote employees in China, as technical issues can lead to frustration and lost work time.

Remote work in China is influenced by strong collectivistic values, which can affect how remote work policies are received. Zhao and Zhou (2018) noted that Chinese employees often value the interpersonal relationships and face-to-face interactions that are typical in traditional office environments, which can make the transition to remote work challenging.

From a global perspective, research by Johnson and Lee (2020) complements these findings by highlighting that while the challenges of remote work are similar across different cultures, the solutions may vary based on local norms and expectations. This suggests the importance of culturally tailored approaches to managing remote work. The conceptual framework examines these variables within the context of remote work, proposing a model where both technology acceptance and job satisfaction are seen as interdependent factors that drive employee productivity. This holistic approach allows for a more comprehensive understanding of how different elements of remote work interact and influence each other.

## Research Methodology

This study employed a quantitative research methodology to explore the relationship between technology acceptance, job satisfaction, and employee productivity among remote workers in Chengzhou tech company. A structured questionnaire was developed as the primary instrument for data collection. This questionnaire was crafted to include both Likert-scale questions and multiple-

choice items, which are well-suited for quantifying perceptions and attitudes towards technology use and job satisfaction. The choice of Likert-scale questions, typically ranging from 'strongly disagree' to 'strongly agree', allowed for a nuanced measurement of employees' attitudes and perceptions across a spectrum of agreement. The questionnaire design was informed by the constructs of the Technology Acceptance Model (TAM) and existing literature on job satisfaction. Items related to perceived usefulness and ease of use were adapted from validated scales in the TAM literature, ensuring that they were relevant to the remote work context of tech companies. Similarly, job satisfaction questions were based on established scales that measure various aspects of job satisfaction, tailored to reflect the remote work environment.

A total of 1,000 questionnaires were distributed to employees who agreed to participate in the study. The collection period lasted for four weeks, after which 850 responses were received. The response rate thus stands at 85%, reflecting a high level of engagement with the subject matter, which is critical for the reliability of the survey results. To analyze the data collected from the structured survey, this study will primarily employ descriptive statistics, correlation analysis, and regression analysis. Initially, descriptive statistics will provide a foundational overview of the dataset, detailing means, standard deviations, and distributions. This step is crucial for assessing the general characteristics of the collected data, ensuring its suitability for further analysis and verifying the normal distribution of key variables.

Following the descriptive analysis, Pearson correlation coefficients will be calculated to determine the strength and direction of relationships between variables such as perceived usefulness, perceived ease of use, job satisfaction, and employee productivity. Correlation analysis is vital as it helps identify potential relationships worth exploring through more complex analyses.

Multiple regression analysis will be used to rigorously test the study's hypotheses. This method is particularly suited to this research as it allows for the examination of the effects of multiple independent variables—specifically, technology acceptance and job satisfaction—on the dependent variable, which is employee productivity. By applying regression analysis, the study can elucidate the causal relationships and quantify the impact of each predictor, providing

clear and actionable insights into how changes in technology acceptance and job satisfaction may influence productivity outcomes in remote work settings.

## Results

The mean age of participants is 35.4 years with a standard deviation of 8.5, indicating a moderately wide age range among respondents. The average years of experience in the tech industry is 10.2 years, with experiences ranging from 1 to 40 years, suggesting a varied level of expertise among participants. The scores for perceived usefulness (PU) and perceived ease of use (PEU) of technology average around 4.1 and 4.0, respectively, on a 5-point Likert scale. These high averages indicate a generally positive perception of the technology provided for remote work among the tech company employees. The average job satisfaction score is 3.8, which suggests a generally positive sentiment towards job conditions among remote workers, though there is room for improvement as indicated by the standard deviation of 0.6. The average productivity score is 3.9, showing that most participants rate their productivity as high. The range from 2 to 5 and a median of 4 also highlight that while many employees feel productive, there are some disparities, potentially linked to individual differences or specific work conditions.

**Table 4.1:** Descriptive Statistics Table

Variable	Mean	Standard Deviation	Min	Max	Median
Age	35.4	8.5	22	60	34
Years of Experience	10.2	7.3	1	40	10
Perceived Usefulness (PU)	4.1	0.8	1	5	4
Perceived Ease of Use (PEU)	4.0	0.9	1	5	4
Job Satisfaction (JS)	3.8	0.6	1	5	4
Employee Productivity (EP)	3.9	0.7	2	5	4

This initial descriptive analysis provides a valuable overview of the sample characteristics and baseline attitudes towards technology use, job satisfaction, and productivity in remote work settings. It sets the stage for more detailed analyses that will explore the relationships between these variables and test the study's hypotheses. The regression model indicates that perceived usefulness of technology (PU) has a significant positive impact on employee productivity (EP). The coefficient for PU is 0.45, suggesting that for each unit

increase in perceived usefulness, employee productivity is predicted to increase by 0.45 units, holding all else constant. The p-value is less than 0.001, which is statistically significant, confirming that the relationship between perceived usefulness and productivity is strong and positive. The high t-value of 9.00 for PU provides further robustness to this finding, indicating a very strong effect of perceived usefulness on productivity among remote workers. The intercept of 0.50 suggests the base level of productivity when perceived usefulness is at zero, which provides a reference point for interpreting the effect of technology's perceived usefulness.

Table 4.2 Regression Analysis Table for Hypothesis 1

Variable	Coefficient ( $\beta$ )	Standard Error	t- value	p-value
Intercept	0.50	0.12	4.17	<0.001
Perceived Usefulness (PU)	0.45	0.05	9.00	<0.001

This result supports Hypothesis 1 and highlights the critical role of perceived usefulness in enhancing productivity in remote work environments. It underscores the importance for companies to invest in and deploy technologies that not only meet the functional needs of remote employees but are also recognized by them as useful in their daily work tasks. This validation confirms that enhancing the utility of technological tools can be an effective strategy to boost productivity among remote workers.

The regression results for testing Hypothesis 1b indicate a statistically significant positive impact of perceived ease of use on employee productivity. The coefficient for Perceived Ease of Use (PEU) is 0.38, which means that for every one-unit increase in the ease of use of technology, there is an expected 0.38 unit increase in employee productivity, assuming all other variables are held constant. The p-value of less than 0.001 confirms that this effect is statistically significant and not due to chance. The high t-value of 9.50 strongly supports the significance of the perceived ease of use in influencing productivity. This finding underscores the importance of usability in the technology tools provided for remote work. Technologies that are easier to use

can enhance productivity by reducing the cognitive burden on employees, allowing them to allocate more resources towards productive tasks rather than dealing with complex or unintuitive systems. The intercept value of 0.65 represents the baseline level of productivity when the perceived ease of use is at zero. This baseline is crucial as it sets a comparative standard from which the impact of improvements in usability can be assessed.

**Table 4.3:** Regression Analysis Table for Hypothesis 2

Variable	Coefficient ( $\beta$ )	Standard Error	t- value	p-value
Intercept	0.65	0.10	6.50	<0.001
Perceived Ease of Use (PEU)	0.38	0.04	9.50	<0.001

These results robustly support Hypothesis 2 and suggest that improving the ease of use of technological tools could significantly enhance productivity among remote workers. This reinforces the idea that usability should be a key consideration in the selection and development of technologies for remote work.

The regression analysis results demonstrate a significant positive relationship between job satisfaction and employee productivity. The coefficient for Job Satisfaction (JS) is 0.42, indicating that an increase of one unit in job satisfaction score leads to an increase of 0.42 units in employee productivity, with other factors held constant. The p-value less than 0.001 strongly supports the statistical significance of this finding. The t-value of 10.50 further reinforces the robust influence of job satisfaction on productivity. This significant result highlights the critical role of job satisfaction in enhancing employee performance, especially in remote work environments. It suggests that aspects of remote work that improve job satisfaction—such as flexible work hours, effective communication, and support from management—can have a substantial positive impact on the productivity of remote employees. The intercept of 0.30 shows the baseline productivity level when job satisfaction is at zero, providing a reference point from which improvements in job satisfaction can be evaluated in terms of their impact on productivity.

**Table 4.4:** Regression Analysis Table for Hypothesis 2

Variable	Coefficient ( $\beta$ )	Standard Error	t-value	p-value
Intercept	0.30	0.08	3.75	<0.001
Job Satisfaction (JS)	0.42	0.04	10.50	<0.001

These results confirm Hypothesis 3, emphasizing the importance of fostering a work environment that promotes high levels of job satisfaction to boost productivity. This finding underscores the need for organizations to pay attention to the well-being and satisfaction of their remote workforce as a strategy for enhancing overall productivity.

## Discussions

The significant positive impact of perceived usefulness of technology on productivity suggests that companies should prioritize investing in technologies that enhance the specific outcomes of remote employees. Conducting regular assessments to align technology investments with the actual needs of the workforce can ensure the tools provided are truly beneficial. Emphasizing the development and adoption of outcome-oriented tools, such as advanced project management software that integrates seamlessly with existing workflows, can significantly boost productivity by making daily tasks more manageable and less time-consuming.

Similarly, the analysis also highlighted the importance of the ease of use of technology as a significant predictor of productivity. To capitalize on this, companies should focus on selecting and designing technologies that are user-friendly and intuitive. Simplifying software interfaces and providing training that is accessible and comprehensive can help employees utilize these tools effectively. Regular training sessions, coupled with robust support systems, ensure that all employees can navigate new technologies smoothly, thereby reducing frustration and increasing productivity.

Job satisfaction's role in enhancing productivity underscores the need for companies to create a supportive remote work environment. This can be achieved through better communication practices and policies that promote

work-life balance. Regular communication, such as weekly check-ins and responsive feedback mechanisms, can make remote employees feel valued and included. Furthermore, implementing flexible work schedules and acknowledging employees' efforts through recognition programs can significantly enhance job satisfaction, which in turn, boosts productivity.

## New Knowledges

the perceived usefulness of technology strongly influences employee productivity. The perceived ease of use of technology was also shown to significantly affect productivity. Job satisfaction was confirmed to have a positive impact on productivity. Based on these findings, the study proposed three key strategies aimed at enhancing productivity in remote work environments. Investments in specific, outcome-oriented technologies that are aligned with the workers' needs of use of technology. Company selects tools that are intuitive and provide comprehensive training to ensure all employees are proficient in using these technologies.

## Conclusions

This study set out to explore the relationship between technology acceptance, job satisfaction, and employee productivity within remote work environments at Chengzhou tech company. The overarching aim was to identify factors that could enhance productivity in such settings, focusing on the perceived usefulness and ease of use of technology, as well as the level of job satisfaction among employees.

The study successfully addressed the research questions by demonstrating how elements of technology acceptance and job satisfaction influence productivity in remote work scenarios. The implementation of the recommended strategies based on these findings could not only solve the identified issues but also significantly enhance overall job satisfaction, thereby creating a more efficient and contented workforce. These conclusions offer valuable insights for tech companies looking to optimize their remote work policies and practices.

## References

Chen, Q., & Zhang, N. (2016). **Technological challenges and productivity in the Chinese context: The issue of remote work.** *Information Systems Journal*, 26(4), 289-303.

Chen, Y. (2019). **Exploring technology acceptance for mobile services.** *Wireless Communications and Mobile Computing*, 2019.

Davis, F. D. (1989). **Perceived usefulness, perceived ease of use, and user acceptance of information technology.** *MIS Quarterly*, 13(3), 319-340.

Davis, F. D. (1989). **Perceived usefulness, perceived ease of use, and user acceptance of information technology.** *MIS Quarterly*, 13(3), 319-340.

Davis, F. D. (1989). **Perceived usefulness, perceived ease of use, and user acceptance of information technology.** *MIS Quarterly*, 13(3), 319-340.

Huang, Q., & Liu, C. (2020). **The impact of perceived ease of use on remote work in tech companies in China.** *Journal of Business Research*, 118, 260-270.

Huang, X., & Gao, L. (2018). **Job satisfaction and cultural impact in Chinese tech companies.** *International Journal of Human Resource Management*, 29(12), 2139-2162.

Johnson, S., & Lee, A. (2020). **Cross-cultural management of remote work in multinational corporations.** *Human Resource Management Review*, 30(3), 100703.

Li, J., & Zhang, Q. (2017). **Remote work and job satisfaction: A case study of a Chinese tech company.** *Asia Pacific Journal of Human Resources*, 55(2), 256-274.

Li, J., & Zhao, Y. (2015). **Cultural impacts on employee productivity in China.** *Journal of International Business Studies*, 46(4), 423-440.

Li, M. (2021). **Job satisfaction and employee productivity: A detailed analysis from a remote work perspective.** *Journal of Business Psychology*, 36(2), 195-210.

Li, M. (2021). **Job satisfaction and employee productivity: A detailed analysis from a remote work perspective.** *Journal of Business Psychology*, 36(2), 195-210.

Li, M., & Chen, P. (2018). **The role of ease of use in technology acceptance: An integration of TAM and user satisfaction.** *Journal of Computer Information Systems*, 58(2), 173-180.

Liu, J., & Zhang, S. (2017). **Job satisfaction and employee performance: An empirical approach.** Journal of Business Research, 70, 428-438.

Liu, X., & Huang, Q. (2019). **Work-life balance issues in the Chinese remote work environment.** Asian Journal of Social Psychology, 22(3), 245-256.

Smith, J., & Roberts, H. (2020). **Technology acceptance and job satisfaction as predictors of employee productivity in remote work settings.** Journal of Business Psychology, 35(2), 159-175.

Smith, J., & Zhang, S. (2020). **Remote work and employee productivity in the tech industry: A pandemic era analysis.** Journal of Technology Management, 15(4), 234-249.

Wang, F., & Yang, C. (2017). **Job satisfaction and productivity among remote workers in China's tech sector.** Journal of Chinese Human Resource Management, 8(2), 134-151.

Wang, L., & Zhao, X. (2018). **Job satisfaction and employee productivity: Evidence from the manufacturing sector in China.** Industrial Management & Data Systems, 118(1), 65-83.

Wang, L., & Zhao, X. (2018). **Job satisfaction and employee productivity: Evidence from the manufacturing sector in China.** Industrial Management & Data Systems, 118(1), 65-83.

Wang, Y., & Li, X. (2018). **The impact of technology acceptance in the remote work environment: A Chinese perspective.** Journal of Enterprise Information Management, 31(1), 116-136.

Wang, Y., & Wang, S. (2016). **Understanding the adoption of cloud computing technology in a Chinese context: Integrating Technology Acceptance Model and Theory of Planned Behavior.** Journal of Enterprise Information Management, 29(4), 540-557.

Zhang, Y., Wang, L., & Li, H. (2019). **Intrinsic versus extrinsic motivators for improving job satisfaction among tech workers in China.** Management Decision, 57(3), 587-602.

Zhao, H., & Liu, W. (2016). **The impact of communication and managerial support on job satisfaction of remote employees.** Journal of Business and Psychology, 31(2), 239-253.

Zhao, W., & Zhou, X. (2018). **Adapting to remote work: Insights from the Chinese experience.** Journal of Global Information Management, 26(2), 24-42.

Zhou, T., & Cheng, W. (2018). **Technology use in the remote work environment: Implications for productivity.** Asia-Pacific Journal of Information Systems, 28(1), 178-197.

Zhou, T., & Lu, Y. (2017). **The effect of cultural values on technology acceptance: A case study in China.** Information Technology & People, 30(1), 160-174.

Zhou, T., & Lu, Y. (2017). **The effect of cultural values on technology acceptance: A case study in China.** Information Technology & People, 30(1), 160-174.

Zhou, X. (2017). **The challenges of remote working: Isolation and communication in a global workplace.** Journal of International Business Studies, 48(7), 763-782.

Zhou, X., & Tan, B. (2015). **The role of technology in enhancing job satisfaction among remote workers.** Chinese Journal of Communication, 8(2), 200-215.