

Chapter 5

Conclusions, Discussions and Recommendations

The final chapter, the content of this chapter includes a summary of all-important aspects of the research, a discussion and conclusions on hypothesis testing, research questions, and theoretical contributions. The conclusions of this chapter are drawn from the findings of Chapter 4, and the discussion builds on the theoretical perspectives reviewed in Chapter 2. These two chapters help researchers identify gaps between theory and reality regarding various elements of remote work outputs. In addition, the two chapters help to discuss theoretical contributions that relate the various elements related to the outcomes of remote work, especially asynchronous work, to happiness. In summary, based on the discussion and conclusions of the study, the researchers offer suggestions for research development in areas related to remote work efficiency, life balance, and happiness.

Conclusions

1. Conclusions of Hypothesis Testing

Based on the conceptual framework of remote work outcomes, a research hypothesis is proposed that the supporting independent variables (remote worker characteristics, job characteristics, communication, management, organizational culture, environment, asynchronous work, technology and dependent variables (work effectiveness, work-life balance, happiness) are positively correlated. The following table summarizes the results of the hypothesis testing in Chapter 4 (see Table 5.1).

Table 5.1 Conclusion of Hypothesis Testing

Hypothesis	Finding
Hypothesis 1 (H1): Teleworker Characteristics, Job Characteristics, Communication, Management, Organizational Culture, Environment,	Supported

Asynchronous Work, and Technology have a positive influence on telework outcomes, including Job Effectiveness, Work-Life Balance, and Well-being.

As shown in H1, the research results show that Teleworker Characteristics, Job Characteristics, Communication, Management, Organizational Culture, Environment, Asynchronous Work, and Technology have a positive influence on telework outcomes, including Job Effectiveness, Work-Life Balance, and Well-being. For further conclusions and arguments, The following part introduces Teleworker Characteristics, Job Characteristics, Communication, Management, Organizational Culture, The role of Environment, Asynchronous Work, and Technology in improving Job Effectiveness, work-life Balance, and Well-being.

In this study, we take an in-depth look at the factors that influence telecommuting and provide a comprehensive analysis of its impact on productivity, work-life balance, and individual well-being. The study covered 500 subjects, and through the evaluation and statistics of various factors, we came to a series of meaningful conclusions.

First, we looked at the impact of telecommuting on productivity. By analyzing the correlation between many factors and efficiency, we find that asynchronous working mode has a significant positive impact on efficiency. Specifically, factors such as asynchronous work, remote worker characteristics, and work characteristics have a significant impact on efficiency. In addition, factors such as communication, management, organizational culture, and technology also have a positive impact on efficiency. However, there was no significant association between environmental factors and efficiency, which may be related to different perceptions and expectations of remote working environments among different companies and individuals (Allen, et al., 2015, pp. 40-68).

Second, we delved into the impact of telecommuting on work-life balance. By examining the relationship between various factors and work-life balance, we found that factors such as environment, remote worker characteristics, communication, and management have a significant positive impact on work-life balance. However, work characteristics and organizational culture may be high on people's minds, but there is no significant correlation with work-life balance. It is worth noting that there is a negative effect between technology and work-life balance, which may mean that certain technological factors may interfere with work-life balance (Khan & Fazlli, 2016, pp. 20-25).

In addition, we conducted a study on the effects of telecommuting on individual happiness. In this regard, we find that environment, work characteristics, remote worker characteristics, communication, management, organizational culture, and asynchronous work have significant positive effects on individual happiness, while technical factors have no significant correlation with individual happiness. This suggests that telecommuting has a positive impact on individual well-being, particularly in areas such as communication, management, and organizational culture.

Further comparing differences in demographic variables, we found that participants aged 25 to 39 had more positive feelings about telecommuting, which may be related to the fact that people in this age group are more accustomed to new ways of working. Research by Weinberg (2004, p. 1051) supports the idea that younger individuals are more adaptable to technological changes and remote work practices. In addition, subjects with a bachelor's degree or above also reported more positive feelings about telecommuting, possibly because these subjects are more able to adapt and master new technologies.

In terms of the nature of the company, the participants had more positive feelings about working in foreign-funded enterprises, possibly because foreign-funded enterprises are more inclined to adopt advanced telecommuting technology and flexible working modes. In terms of work type, subjects engaged in research and development had more positive feelings about remote working, which may be related to the nature of research and development work which determines that it is more suitable for remote collaboration.

In addition, work experience also plays a role in the perception of telecommuting. In our study, we found that people with two to five years of work experience felt the most positive about telecommuting, possibly because they had both some work experience and were able to adapt to new ways of working. Among the subjects with more than 10 years of work experience, feelings about telecommuting were relatively low, which may be related to the work habits and patterns they formed under the traditional way of working.

Therefore, it is suggested that when promoting and applying telecommuting methods, factors such as communication, management, and organizational culture should be emphasized to improve the efficiency and happiness of telecommuting. At the same time, it is also necessary to pay attention to the application of technology and try to avoid the adverse impact of technological factors on work and life balance. In addition, when promoting telecommuting among different groups of people, it is also necessary to tailor corresponding support measures and policies according to their

different characteristics and needs to ensure the smooth implementation and sustainable development of telecommuting.

In general, this study provides important reference and data support for us to deeply understand the influencing factors of telecommuting. The researchers hope that these findings can provide useful references for enterprises and individuals to choose and promote remote working methods, and contribute to creating a more efficient and harmonious working environment. At the same time, the researchers also realize that there are still many problems in this field that need to be further studied and discussed, and hope to further explore the potential and development direction of remote working in future research. Through continuous efforts and innovation, it is believed that telecommuting will bring more positive effects on the development and progress of modern society.

Discussions

1. Development of Telecommuting in Recent Years

In recent years, remote work has emerged as a significant and transformative trend in the global work landscape. With the rapid advancement of digital technology and the widespread accessibility of the Internet, remote work has witnessed substantial growth and adoption across various industries. This paradigm shift in work dynamics has been substantiated by numerous studies, providing insights into the development and impact of remote work.

Song and Gao (2020, pp. 2649-2668) explored the evolution of remote work in the context of information technology. Their research highlighted the role of digitalization in shaping remote work practices, making them more efficient and accessible. The authors pointed out that the proliferation of digital tools has streamlined communication, collaboration, and task management, enabling employees to work seamlessly across different locations. This aligns with the findings of Bloom et al. (2015), whose study in China demonstrated that remote work significantly enhances work efficiency and job satisfaction.

Bloom et al.'s (2015, pp. 165-218) study conducted in China revealed that remote work not only improves work efficiency but also positively impacts employees'

overall well-being. Their research, grounded in a real-world experiment, indicated that employees working remotely exhibited higher levels of job performance and reported greater satisfaction with their work-life balance. This suggests that the flexibility afforded by remote work contributes to the overall enhancement of job-related outcomes.

Furthermore, the ongoing COVID-19 pandemic has accelerated the adoption of remote work practices. Donati et al. (2021, p. 12095) investigated the pandemic's impact on organizations' implementation of remote work. Their study highlighted that the need for social distancing and safety measures prompted companies to swiftly transition to remote work arrangements. This sudden shift underscores the adaptability of remote work models and their capability to ensure business continuity during unforeseen challenges.

Notably, the technology sector has been at the forefront of embracing remote work. Well-known technology giants like Google, Microsoft, and Apple have long embraced remote work policies, and numerous startups have incorporated remote work into their operational models. The IT industry's proactive approach to remote work demonstrates its readiness to harness the benefits of this flexible working arrangement (Sokolic, 2022).

The influence of remote work extends beyond the IT industry. Sectors such as finance, education, and healthcare are also witnessing the adoption of remote work as a viable mode of operation (Roy, et al., 2016, pp. 199-209). The pandemic-induced disruptions have underscored the importance of remote work in ensuring business continuity and employee safety. The ability to work remotely has enabled organizations to continue operations while minimizing the risk of viral transmission.

In conclusion, the surge in remote work reflects a dynamic shift in modern work practices. Enabled by technological advancements and further accelerated by global events, remote work has transcended traditional boundaries to become a cornerstone of contemporary work culture. The growing body of research, including studies by Ferrara et al. (2022, p. 12373), highlights the positive impact of remote work on job efficiency, job satisfaction, and organizational resilience. As remote work continues to evolve, it is crucial to recognize its potential to revolutionize work structures across industries and empower employees to achieve better work-life integration.

2. The Main Characteristics and Related Factors of Telecommuting in Efficiency, Life Balance, and Well-being

1) About Management

The evolution of telecommuting has introduced numerous benefits in terms of efficiency, work-life balance, and overall well-being. However, alongside these advantages, several management challenges have emerged. Each key domain presents specific questions that necessitate careful consideration:

Efficiency Management Challenges: The flexibility inherent in remote work empowers employees to determine their work hours and locations. Yet, this newfound freedom can give rise to managerial complexities. The absence of direct supervision and reduced face-to-face communication may impact employee productivity. Moreover, the blending of home and work environments can hinder concentration on job tasks. Hence, effective methods for assessing work performance and establishing reasonable objectives and hours become imperative for managers to maintain the efficacy of telecommuting practices (Contreras, et al., 2020, p. 590271).

Work-Life Balance Management Challenges: Telecommuting's flexibility can inadvertently blur the boundaries between professional and personal life. Some employees might overextend their work hours, neglecting necessary rest and leisure due to the absence of well-defined schedules. Conversely, others could experience stress and unease owing to the tensions arising from balancing familial responsibilities with professional commitments. To address this, managers should facilitate the establishment of a healthy work-life balance, promote moderation in work engagement, and advocate for periods of relaxation and rejuvenation (Allen, et al., 2015, pp. 40-68).

Well-Being Concerns: The emotional well-being of employees plays a pivotal role in job satisfaction and performance. In remote work scenarios, the absence of face-to-face social interactions and communication might lead to feelings of isolation and disconnection. Struggles to strike a harmonious balance between work and family life could further affect individuals' happiness. As such, it is incumbent upon managers to remain attuned to employees' emotional states, provide essential support and encouragement, cultivate a cohesive team spirit, and establish effective communication channels (Gajendran & Harrison, 2007, pp. 1524-1541).

In summary, telecommuting's transformative impact on efficiency, work-life balance, and well-being is underscored by these managerial challenges. Addressing these concerns is pivotal for maintaining a seamless remote work environment that cultivates employees' sustained development. By adopting effective efficiency management, work-life balance management, and well-being strategies, managers can harness the advantages of telecommuting, enhancing employee efficiency and satisfaction while simultaneously fostering societal development and progress.

2) About Asynchronous Work

Asynchronous work constitutes a pivotal aspect of telecommuting, yielding multifaceted advantages. Firstly, asynchronous work significantly enhances work efficiency. This mode enables employees to accomplish tasks during their peak productivity hours, unburdened by conventional time restrictions. This flexible scheduling optimally leverages employees' productivity potential and time management skills, consequently bolstering overall work efficiency (Kossek, et al., 2014, pp. 53-63). Furthermore, asynchronous work substantially contributes to achieving a harmonious work-life balance. The autonomy to set individual work hours empowers employees to reconcile familial responsibilities and professional commitments, effectively mitigating work-related stress and elevating their overall quality of life.

Secondly, the influence of asynchronous work extends to employees' well-being and contentment. The freedom granted by asynchronous work affords individuals greater autonomy in tailoring their work to align with personal rhythms and preferences. This empowerment cultivates heightened job satisfaction, engagement, and motivation. The amplified flexibility promotes a sense of fulfillment and happiness, thereby enriching employees' overall work experience (Allen, et al., 2015, pp. 40-68). Moreover, the practice of asynchronous work fosters team diversity, as geographical boundaries and time zones no longer limit collaborative opportunities. Companies can assemble teams comprising diverse talents from around the world, thereby fostering innovative ideas, fostering collaborative synergy, and augmenting team performance and accomplishments.

However, the adoption of asynchronous work does present certain challenges. Foremost among them is the potential for communication and collaboration issues. Given the non-synchronous nature of work hours, effective communication tools and strategies are essential to coordinate tasks and schedules among team members. Implementing advanced communication tools aids in facilitating timely information dissemination and knowledge sharing (Gajendran & Harrison, 2007, pp. 1524-1541). Additionally, the asynchronous work model may inadvertently amplify feelings of isolation among employees, given the absence of in-person interaction. To counteract this, companies can encourage regular virtual meetings and facilitate online communication channels to foster camaraderie and connection.

In summary, asynchronous work stands as a cornerstone of telecommuting's triumvirate benefits: efficiency, work-life balance, and happiness. By elevating work efficiency, promoting life equilibrium, and nurturing happiness, asynchronous work forms the bedrock of a flexible and gratifying work environment. However, it's imperative to recognize the potential communication and social challenges associated with

asynchronous work and devise apt solutions. Through astute application, asynchronous work augments telecommuting's efficacy, flexibility, and overall satisfaction, thereby conferring enduring benefits to both employees and enterprises.

3) About Teleworker Characteristics and Job Characteristics

Telecommuting exhibits a constructive correlation with teleworker characteristics and job characteristics, exerting influences on efficiency, life balance, and happiness. Teleworker characteristics encompass traits and attributes of individual employees within remote work environments, encompassing attributes like self-discipline, autonomy, and stress tolerance. These traits are pivotal for telecommuting's efficacy. Remote workers necessitate robust self-management and time management competencies, enabling them to work autonomously and productively sans direct oversight. Enhanced self-discipline and autonomy among remote workers facilitate efficient task prioritization and time allocation, culminating in heightened productivity (Zhan Zhang, 2020).

Conversely, job characteristics denote inherent features of an employee's role, encompassing elements like task complexity, work content, and autonomy. Job characteristics wield substantial influence over job satisfaction and contentment. Skillfully tailoring job characteristics in telecommuting cultivates employee engagement, augmenting overall happiness. For instance, remote workers experience heightened job satisfaction when their roles involve the utilization of their professional skills, fostering a sense of purpose and accomplishment (Lent and Brown, 2006, pp. 236-247).

Furthermore, teleworker characteristics and job characteristics are integral to cultivating work-life balance. The autonomy afforded by remote work enables superior life equilibrium through flexible work timings and settings. Remote workers endowed with adept self-management and time allocation skills adeptly manage work-family conflicts, thus reducing stress and enhancing quality of life. Concurrently, roles featuring flexible work options significantly contribute to life balance. Remote workers, empowered to tailor work hours to personal needs, effectively harmonize work commitments with personal pursuits, thereby fostering enhanced life equilibrium (Allen, et al., 2015, pp. 40-68).

In conclusion, telecommuting's positive interplay with teleworker characteristics and job characteristics resonates in realms of efficiency, life balance, and happiness. By nurturing commendable teleworker traits and designing suitable job attributes, organizations can amplify telecommuting efficiency, bolster life balance, and augment

employee well-being. This synergy engenders a more adaptive and comfortable work environment.

4) About Organizational Culture

The evolution of telecommuting has been inextricably linked to the paradigm shifts in organizational culture, yielding substantial implications for efficiency, life balance, and happiness. Organizational culture, encompassing shared values, beliefs, and behaviors, serves as the cornerstone of employee experience and performance, particularly in the context of remote work.

Firstly, the interplay between telecommuting and organizational culture significantly influences efficiency. A supportive, collaborative culture encourages knowledge sharing, communication, and proactive engagement, thus fortifying the work's efficacy (Ahmed, et al., 2016, pp. 335-358). Conversely, a culture that lacks trust and transparency can hinder remote workers' productivity and engender feelings of isolation.

Secondly, the relationship between telecommuting and organizational culture extends to life balance. An organizational culture that values flexibility and recognizes work-life equilibrium as pivotal nurtures an environment conducive to remote work adoption (Ozimek, 2020, pp. 1-7). Such a culture affords employees the autonomy to tailor their work hours, fostering improved life balance and reduced stress. Conversely, a culture that rigidly adheres to conventional work patterns may deter remote work uptake.

Lastly, the nexus between telecommuting and organizational culture plays a pivotal role in employee happiness. A culture that fosters employee well-being, professional development, and meaningful engagement contributes to heightened job satisfaction and happiness (Dhanraj, 2017, p. 2). In such environments, remote workers experience an enhanced emotional connection to their work and organization. Conversely, a culture that neglects employee welfare risks decreased happiness and job satisfaction.

In summary, the intricate association between telecommuting and organizational culture significantly influences efficiency, life balance, and happiness. A supportive, inclusive culture bolstered by open communication and work-life balance recognition fosters productivity, improved life balance, and enhanced well-being within the remote work framework. Enterprises aiming to leverage the benefits of telecommuting must prioritize cultivating a positive organizational culture that empowers their workforce.

5) The Reverse Impact of Technology and Work-life Balance

The interplay between technology and work-life balance has garnered attention due to its intricate dynamics, possibly giving rise to a reverse effect. The rapid

advancement of technology has revolutionized the way work is conducted, enabling telecommuting possibilities and offering unprecedented flexibility (Elldér, 2019, p. 200). However, this very progress has led to a blurring of the boundaries between work and personal life, potentially impacting employees' equilibrium.

Improper information security management may cause employees to work longer hours, feel stressed and anxious, and fail to achieve a balance between work and life, thus affecting their health and well-being (Soni, et al., 2020, pp. 1-5). Employees may need to use personal devices to access the company's internal network during working hours. This may lead to a decrease in employee productivity (Retnowardhani, et al., 2019, pp. 753-762). Unable to rest for fear of violating information security management requirements. This may lead to employees' mental health being affected, and even symptoms such as anxiety and depression. When workflow is too complex, it can be difficult for employees to learn and use it. This can lead to reduced productivity, increased errors, and employee frustration and turnover (Jimmerson, et al., 2005, pp. 249-257). When researchers consider device compatibility when selecting devices, they may choose to use generic technologies that may not be suitable for their research (Schneider, et al., 2020, Abstract). This can lead to poor research quality.

The multifaceted relationship between technology and work-life balance is multifarious. On one hand, the integration of technology has enabled employees to navigate work obligations through digital platforms, expanding the horizons of telecommuting (Allen, et al., 2015, pp. 40-68). The resultant flexibility is coupled with the risk of elongated work hours and encroached personal time. The convenience of digital tools can paradoxically fuel overwork and encroach on rest and family time, thus disrupting the equilibrium of work-life balance.

Conversely, the technological boom has brought about an information onslaught and augmented work pressure. The constant connectivity through smartphones, emails, and social media can trigger a perpetual state of work-related vigilance, inhibiting relaxation and downtime (Mattern & Klein, 2022, p. 31). This phenomenon undermines the ability to detach from work mentally and emotionally, negatively affecting work-life balance and overall well-being.

Moreover, technological strides, while facilitating telecommuting, pose the challenge of demarcating work hours from personal time. The accessibility to work tasks from home or non-work environments can erode the boundaries that facilitate a balanced work-life integration (Gajendran & Harrison, 2007, pp. 1524-1541). The phenomenon of "always-on" can disrupt the rhythm of personal life and exacerbate the struggle for equilibrium.

In conclusion, the intricate relationship between technology and work-life balance possesses a complex duality. While technological innovations have significantly enriched telecommuting prospects and efficiency, they simultaneously introduce challenges that impede work-life balance. Organizations must adopt a comprehensive approach by encouraging judicious technology use, delineating clear work and personal hours, and fostering a conducive work environment. By addressing this interplay, enterprises can enhance employee satisfaction, nurture well-being, and ensure a harmonious work-life synergy.

6) There is No Significant Gender Difference in Telecommuting

Gender equality in telecommuting is an intriguing phenomenon with profound implications for work dynamics. The advent of telecommuting has been associated with diminished gender disparity, primarily due to the inherent flexibility and autonomy it offers, consequently exerting a relatively minimal impact on work performance and productivity across genders.

Initially, telecommuting transcends the traditional gender hierarchy often witnessed within physical office spaces. The conventional workplace has frequently relegated women to support roles while men predominate in leadership positions, resulting in divergent career trajectories. In contrast, telecommuting engenders an environment where individuals can work without the constraints of ingrained gender roles, fostering a more equitable distribution of opportunities and mitigating the historical gender-based career gap (Strenio & Chowdhury, 2021, pp. 32-35).

Moreover, the essence of telecommuting prioritizes work outcomes and efficacy, obfuscating the relevance of gender. Remote work evaluates employees based on their performance and results rather than their gender. This shift in evaluation criteria inherently diminishes the significance of gender differences in telecommuting contexts, placing a higher emphasis on objective measures of accomplishment (Allen, et al., 2015, pp. 40-68).

Telecommuting also augments inclusivity by affording employees the autonomy to configure their work hours and settings. This departure from traditional office norms reduces the salience of gender disparities in work arrangements. Employees can now cater to personal preferences and familial responsibilities, thereby cultivating an environment conducive to work-life balance and enhancing overall job satisfaction (Derks, et al., 2016, pp. 1045-1068).

In conclusion, telecommuting emerges as a transformative avenue for gender equality by eradicating the conventional gender bias evident in brick-and-mortar workplaces. The work ecosystem it fosters emphasizes performance over

gender and provides the flexibility necessary for individuals to thrive irrespective of gender-based stereotypes. Consequently, telecommuting is poised to redefine the landscape of work, positioning itself as a progressive harbinger of gender-neutral work paradigms.

7) Telecommuting May Allow More Children to Spend More Time with Their Parents.

Telecommuting has the potential to revolutionize the parent-child relationship by facilitating increased quality time between parents and children. As remote work liberates employees from the traditional office setting, it affords parents the flexibility to intricately balance their professional commitments and familial responsibilities, nurturing a more harmonious work-life integration.

Initially, telecommuting delivers the substantial benefit of time conservation by eradicating the daily commute (Saad & Wigert, 2021, p. 13). The conventional commute often consumes a considerable portion of parents' time, curtailing their interaction with children. By enabling parents to circumvent arduous commutes, telecommuting gifts them invaluable additional hours that can be invested in nurturing their offspring.

Furthermore, telecommuting endows parents with an adaptable work schedule. Capitalizing on this flexibility, parents can optimize their work hours in alignment with their children's routines. This bespoke approach permits parents to allocate time during crucial junctures such as before or after school, or even during children's nap times, thus augmenting their engagement in family life (Whiteside & Dixon, 2022, pp. 147-160).

Additionally, the parent-child relationship is enriched through telecommuting's capacity to foster active involvement in children's growth and education. Parents can be more hands-on in their children's developmental journey, providing timely guidance, resolving issues, participating in educational pursuits, and fortifying the parent-child bond. This increased proximity augments children's sense of security and nurtures their emotional and cognitive development (Pihlainen, et al., 2023, pp. 1-13).

In summation, telecommuting stands as an enabling force that magnifies the opportunity for parents to forge deeper connections with their children. By optimizing their time management, parents can liberate themselves from the constraints of the traditional office, nurturing their familial relationships. This not only augments children's well-being and growth but also bolsters the cohesiveness of families, rendering telecommuting a transformative mechanism for enhancing parent-child interactions.

3. Improve The Efficiency of Telecommuting, The Balance of Life and Work, and The Contribution of Happiness to The Development of The Whole Society

1) Consider The Influence of Management, Asynchronous Work, and Organizational Culture Involved in Remote Working From The Perspective of Social Development

From a social developmental standpoint, the multifaceted influence of remote work factors, including management practices, asynchronous work arrangements, and organizational culture, extends far beyond the individual level. These pivotal elements collectively shape the landscape of telecommuting, exerting direct impacts on employee efficacy, work-life equilibrium, and overall well-being. Moreover, their influence resonates at the societal level, actively contributing to broader societal advancement.

Primarily, effective management practices play an indispensable role in the success of telecommuting. Skillful management enhances team dynamics, ensuring seamless collaboration, work progress, and task quality. Moreover, adept managerial approaches foster employee growth and development, aiding their transition into remote work environments. By alleviating undue work-related stress and anxiety, proficient management ultimately elevates job satisfaction. Additionally, managers' adeptness in maintaining team cohesion, facilitated by robust communication and feedback mechanisms, propels innovation and spurs societal progress (Ferreira, et al., 2020, p. 70).

Concurrently, the strategic implementation of asynchronous work holds paramount importance in the realm of telecommuting. The latitude granted by asynchronous work liberates employees from temporal and spatial confines, facilitating an adaptable approach to work that respects individual rhythms and lifestyles. This adaptability, in turn, augments work-life balance and heightens individual productivity and contentment. On a broader scale, the embracement of asynchronous work catalyzes digital transformation and fosters societal intelligence, bolstering the overall efficiency and competitiveness of industries (van Zoonen, et al., 2021, p. 6966).

Integral to the advancement of telecommuting is the nurturing of a conducive organizational culture. A robust organizational culture cultivates a positive

work environment, stimulating innovation and nurturing employee growth. Within the context of remote work, such a culture needs to be attuned to employees' emotional needs, offering requisite support to foster a sense of belonging and well-being. Enterprises that foster such a culture invariably attract and retain top talent, thus fostering human resource optimization and economic development on a societal scale (Raghuram, 2021, pp. 147-163).

In summation, the triad of management practices, asynchronous work arrangements, and organizational culture wield profound influence over employee efficacy, work-life harmony, and contentment in telecommuting. Significantly, their ripples extend to the broader societal realm, steering digital transformation, societal intelligence, and human resource optimization. Continual enhancement of these facets promises to unlock the full potential of telecommuting, ushering in sustained societal progress and development.

2) Teleworker Characteristics Involved in Remote Work, Job Characteristics Can Also Be Extended to Other Industries and Personnel

Teleworker characteristics encompass a versatile array of personal attributes and job-related traits that extend their applicability across a diverse spectrum of remote work scenarios, spanning industries as varied as technical and service-oriented fields.

To commence, self-discipline, adaptability, effective communication, and adept time management constitute pivotal components of teleworker characteristics. These attributes not only enable remote workers to effectively navigate work-related stressors but also empower them to collaborate seamlessly within teams and maintain sustained productivity. Importantly, these traits transcend industry boundaries, resonating universally among remote workers, regardless of their specific roles or sectors (Franken, et al., 2021, pp. 1131-1149).

Parallely, job characteristics interconnect with work content complexity, task challenges, and the extent of work autonomy. The intricate mosaic of job attributes is transposable across various industries and roles within the context of telecommuting (Lund, et al., 2019, pp. 21-80). For instance, formulating ambitious sales targets for remote sales professionals or proffering innovative projects to remote software developers can bolster job satisfaction and augment overall happiness among employees.

Moreover, the global adoption of telecommuting has engendered its application across disparate industries and workforce segments. Varying industries and individuals are embarking on the journey of leveraging teleworker characteristics and

job attributes to their advantage. For instance, educators engaged in remote teaching necessitate strong communication skills and self-discipline, while remote healthcare professionals mandate an amalgamation of profound expertise and unyielding responsibility. In every sector, the strategic deployment of these attributes tailored to specific industry requisites bolsters employee productivity and well-being (Kossek & Lautsch, 2018, pp. 570-602).

In conclusion, the integration of teleworker characteristics and job attributes transcends the confinements of specific industries and roles, establishing itself as a fundamental framework for diverse remote work paradigms. This convergence significantly fuels the proliferation of telecommuting, effectuating improvements in employee productivity, work-life equilibrium, and overall happiness. Moreover, the strategic alignment of these attributes amplifies innovation across industries, propelling progress. By adroitly adapting these attributes to varying remote work landscapes, enterprises stand poised to cultivate an environment characterized by heightened efficiency, adaptability, and contentment.

3) Improving The Life-ork Balance and Well-being of Social Members, Can Promote The Efficiency of Social Development.

The enhancement of life and work balance and the cultivation of happiness among societal constituents bear the potential to serve as catalysts for driving social development's efficiency. In the contemporary landscape, the efficacious advancement of society transcends the mere dimensions of economic prosperity and technological advancement. It hinges upon the creation of a holistic, contented social milieu wherein each individual can devote themselves optimally to both their professional pursuits and personal lives.

Primarily, the augmentation of life and work balance and happiness contributes significantly to augmenting employees' work efficiency. The equilibrium struck between personal and professional spheres enables individuals to sustain their focus, rendering them adept at efficiently fulfilling their work responsibilities. An improved work-life balance alleviates stress and fatigue, thereby elevating the quality and yield of output, particularly in comparison to prolonged periods of overwork. Notably, contented and fulfilled employees are invariably more motivated to innovate and create, a phenomenon that collectively enhances organizational and business efficiency (Cook, 2008, pp. 83-116).

Furthermore, heightened happiness levels are intrinsically linked to amplified enthusiasm and creativity among employees. A state of happiness fosters a positive outlook and an intrinsic zeal for work, driving individuals to aspire for

excellence. This impetus prompts them to willingly shoulder responsibility, actively participate in collaborative endeavors, and engender innovative solutions. The synergy between happiness and creativity unlocks the latent potential within employees, resulting in heightened energy and ultimately bolstering the sustainable progression of corporate entities and societal institutions (Wenström, et al., 2018, pp. 244-263).

Beyond this, the amelioration of life and work balance, coupled with heightened happiness, yields the ancillary benefit of curbing employee turnover rates and ameliorating human resource retention. When organizations extend care and respect to their employees, fostering a sense of belonging, the inclination to remain associated with the organization for extended durations is bolstered. Subsequently, lower turnover rates alleviate the burden of recruitment and training costs, elevate workforce stability, and fortify organizational loyalty – all of which collectively contribute to bolstering enterprise efficiency and productivity (Sharkey & Caska, 2019, pp. 49-72).

From a broader vantage point, the resonance of happiness among societal constituents and the optimization of life and work balance establishes a virtuous cycle. Contented employees become active participants in societal and public welfare initiatives, catalyzing greater contributions to the prosperity and advancement of the community. A harmonious, blissful society nurtures responsible and creative individuals, culminating in holistic societal growth across all facets.

In summation, the amelioration of life and work balance coupled with the cultivation of happiness within societal members yields multifaceted dividends. It not only amplifies employees' work efficiency and creative prowess and mitigates human resource attrition but also fosters a positive societal ethos, galvanizing collective progress and prosperity. Against the backdrop of a globalized and digitized epoch, the focus on the well-being and quality of life for employees emerges as a collective obligation for both corporations and society, constituting a pivotal component of sustainable development. The foundation for a more effective and improved society rests upon the mindful accommodation of the needs and well-being of every constituent, forging the trajectory toward a more vibrant and efficient societal tapestry.

Recommendations

1. Recommendations for Enterprises

In today's environment, the implementation of remote work has become an inevitable trend. In order to adapt to this new mode of work, I have the following recommendations for enterprises:

1) The Relationship Between Work-life Balance, Well-being and Work Efficiency

In today's environment, whether it is a multinational or local enterprise, whether it is actively telecommuting or indirectly telecommuting due to customer relationships, it is necessary to consider the correlation between employees' work-life balance and happiness and work efficiency. To this end, it is recommended that enterprises take the following measures: First, introduce a flexible working system to allow employees to choose the right way to work remotely in order to improve job satisfaction and happiness. Second, provide the necessary technical support to ensure that employees carry out remote work smoothly and improve work efficiency. Third, strengthen team communication and collaboration, establish efficient remote communication mechanisms, and promote team collaboration. In addition, it pays attention to the mental health of employees, provides psychological support and social activities, and creates a good working atmosphere. Finally, set up a clear goal and evaluation system to motivate employees to maintain an efficient work attitude. Through these recommendations, companies can support their employees' work-life balance and well-being, improve work efficiency and work quality, and thus promote innovation and development and enhance competitiveness.

2) The Importance of Management Style and Corporate Culture for Enterprises in Remote Work

In a telecommuting environment, the importance of management style and corporate culture can not be ignored, they directly affect the work efficiency and happiness of employees. It is recommended that enterprises adopt flexible management methods in remote working, give employees more autonomy, and set clear goals and evaluation systems to ensure the quality of work. It is also key to promoting a positive corporate culture, encouraging employees to share work experiences and experiences, and enhancing team cohesion and belonging. Strengthen team communication and collaboration, provide a variety of communication channels, such as video conferencing, online chat tools, etc., and regularly organize team meetings to promote team interaction. At the same time, it pays attention to the mental health of employees and provides psychological support and counseling services to help employees relieve stress and anxiety, and maintain a positive work state. It is also necessary to establish a good communication channel, set up a feedback mechanism, encourage employees to raise questions and suggestions, and regularly communicate important information and decisions of the company to ensure that employees have a clear understanding of the development of the company. Through these initiatives, companies can improve

the efficiency of remote working, promote the life and work balance and happiness of employees, and make a positive contribution to the development of enterprises.

3) Problems and countermeasures reflected in the negative correlation between technical support intensity and work-life balance

The negative correlation between technical support and work-life balance is a common challenge in telecommuting. The best technical support is that no technical support is needed and the problem is solved before it happens. In general, problems such as unstable technical equipment and lack of technical training can lead to reduced productivity and impaired work-life balance in telecommuting. In order to solve these problems, enterprises should provide stable technical equipment, establish a professional technical support team, and solve the technical problems encountered by employees in a timely manner. At the same time, provide necessary technical training and guidance for employees to help employees better master telecommuting skills and improve work efficiency. The introduction of intelligent assistants and automated tools to streamline workflows is also an effective way to increase efficiency. In addition, enterprises can consider establishing a flexible work system to allow employees to have flexible working hours and locations to help employees achieve a better work-life balance. By enhancing technical support and focusing on employees' work-life balance, companies can improve the efficiency of telecommuting and enhance employees' job satisfaction and happiness, thereby contributing to the overall productivity and competitiveness of the company.

4) The Significance of Telecommuting is Seen from The Cost and Speed of Enterprise Development

Telecommuting has a positive impact on the cost and speed of business growth. First of all, telecommuting can reduce the operating costs of enterprises. Because employees can work from home or other locations, companies don't have to pay large rental and maintenance costs for office space and equipment. At the same time, telecommuting also reduces the time and cost of commuting for employees, further reducing the operating costs of enterprises.

Secondly, telecommuting can improve the working efficiency and speed of enterprises. Employees can be more flexible with their working hours, avoiding the distractions and waiting times of traditional offices. At the same time, telecommuting also facilitates cross-regional team collaboration, speeding up decision-making and execution. This enables companies to respond more quickly to market demand, seize opportunities, and improve competitiveness.

However, to realize the maximum benefits of telecommuting, there are some issues that companies need to be aware of. The first is technical support. To ensure smooth telecommuting, businesses need to provide a stable network and efficient remote tools to support employees' daily work and collaboration. The second is staff training and management. Telecommuting may require employees to have greater self-discipline and communication skills, so companies need to strengthen the training and management of employees to ensure that they can effectively complete work and work with teams.

Finally, companies need to pay attention to the work-life balance of their employees. Telecommuting can lead to confusion between employees' work time and personal time, resulting in excessive work stress and life imbalance. To improve employee happiness and job satisfaction, companies need to focus on employee mental health, offer flexible working arrangements, and support employees' work-life balance.

To sum up, telecommuting is of great significance in the development of enterprises. It not only reduces the operating costs of enterprises, improves work efficiency and speed, but also helps to attract and retain talent. However, to realize the maximum benefits of telecommuting, organizations need to focus on technical support, employee training and management, and employee work-life balance to drive growth and greater success.

2. Recommendations for Individuals

For individuals, telecommuting is a completely new way of working that requires adapting and adjusting their work habits and lifestyle.

1) Real Output Efficiency

In telecommuting, work hours and locations may be more flexible, but be aware that true productivity will create greater value for you. Ensure that you stay focused on the task during work hours and work efficiently without being distracted by other distractions.

2) Keep Learning

Telecommuting may involve new tools and skills that are constantly being learned and adapted to the demands of remote work. Mastering telecommuting tools and improving your time management skills can help you better cope with work challenges.

3) Self-discipline and Time Management

Working remotely requires a certain amount of personal discipline. Establish a daily work plan and priorities, reasonably plan work time and rest time, avoid conflicts between work and life, and achieve a good work-life balance.

4) Collaborate and Communicate with The Team

Telecommuting can lead to less communication with your team, and it's important to collaborate and maintain communication with your team. Actively participate in team meetings and use online collaboration tools to keep in touch with colleagues and work together on tasks.

5) Create a Suitable Work Environment

Create a suitable work environment by setting up a dedicated work area at home or elsewhere. This can improve work efficiency, reduce distractions, and better complete work tasks.

6) Focus on Physical and Mental Health

Telecommuting can lead to unrestricted working hours, which can easily lead to physical and mental fatigue. Paying attention to your physical and mental health, exercising regularly, and keeping a good schedule can help you cope better with work stress.

7) Continue to Adapt and Improve Themselves

Telecommuting is a new way of life, and different individuals may face different challenges and issues. Continue to adapt and improve their work and lifestyle, to find the most suitable for their own remote work mode.

In short, telecommuting provides individuals with a more flexible way of working, but at the same time requires individuals to have a certain degree of self-discipline and adaptability. By following these tips, you can better adapt to telecommuting, increase productivity, achieve work-life balance, and enjoy the benefits of working remotely.

3. Recommendations for Upstream and Downstream Industries

3.1 What Kind of Services Are Required for Telecommuting from The Perspective of Basic Technology and Equipment:

1) Network and data security services: remote working involves a large amount of data transmission and sharing, and enterprises need to provide reliable network and data security services to ensure that sensitive information is not leaked and prevent network attacks.

2) Distance training and learning support: In order to improve the ability of employees to work remotely, enterprises can provide distance training and learning support to help employees master the skills and tools of remote work.

3) Mental health support: long-term telecommuting may bring psychological stress to employees. Enterprises can provide mental health support, such as psychological counseling services, to help employees relieve work pressure.

4) Flexible working arrangements: In order to better adapt to the individual needs of employees, enterprises can provide flexible working arrangements, such as flexible working hours, irregular telecommuting arrangements, etc.

5) Social support: Telecommuting may lead to less social interaction between employees and colleagues, and companies can organize online social activities to strengthen the connection and communication between employees.

3.2 Expanding The Support Mode from Company Support to Individual Support:

1) Support for the company: Enterprises can strengthen the overall support for telecommuting, including providing necessary technology and equipment, optimizing network and data security, establishing a telecommuting management system, etc., to ensure the smooth operation of telecommuting for the company as a whole.

2) Support for individuals: Enterprises should also expand the support model from just supporting the company to supporting individuals. Provide individual employees with the training, support services, and mental health support they need to better adapt to telecommuting.

3) Consider the individual needs of employees: Different employees have different needs and adaptability to telecommuting, and enterprises can provide corresponding support according to the individual needs of employees to help employees achieve a balance between work and life.

4) Provide resources and tools: In addition to technical and equipment support, enterprises can also provide more resources and tools, such as online collaboration platforms, project management tools, etc., to help employees better collaborate and complete work tasks.

5) Establish communication channels: To better understand the needs and feedback of employees, enterprises can establish regular communication channels, including employee surveys, feedback meetings, etc., to adjust and improve the support model of remote working promptly.

To sum up, from the perspective of telecommuting, enterprises should not only focus on the overall technical and equipment support, but also expand the support mode, pay attention to the individual needs of employees, provide a full range of services, and help employees better adapt to and cope with the challenges of telecommuting, to improve efficiency, enhance life and work balance and happiness, and contribute more value to the development of enterprises and individuals.

3.3 Recommendations for Future Research

1) During The Study, It Was Found That 25 Out of 500 Subjects Had Children Who Did Not Live With Their Parents. Whether This Is A Common Phenomenon Is Worth Studying and Solving.

The findings raise concerns about the impact of telecommuting on family life. Future research could further explore the effects and mechanisms of telecommuting on family life. Through qualitative and quantitative methods, the study can deeply understand the family situation of telecommuting employees, family time allocation, family relations, and other aspects of the situation, and explore the positive and negative effects of telecommuting on family life. At the same time, we can study the influence of family support system on telecommuting employees, and explore the influence of family support on the work efficiency and happiness of employees in telecommuting. These studies can help businesses and organizations better understand the impact of telecommuting on family life and provide corresponding policies and measures to address possible problems and create a better work-life balance for employees.

2) How The Reverse Influence of Technology and Work-life is Formed and How to Improve It.

The current research finds that the degree of technology use is inversely related to work-life balance, that is, employees who use more technology may face work-life balance problems. Future studies can further explore the relationship between technology and work-life balance and deeply analyze the mechanism of technology's impact on employees' lives and work. Research can consider the frequency and manner of technology use, as well as the specific impact on employees' work and home lives, and explore its impact on employees' work-life balance from a technology perspective. At the same time, we can study the best practices of technology use and explore how to rationally use technology to improve work efficiency while ensuring the quality of life of employees. These studies can guide enterprises and organizations in the application of technology, and help employees make better use of technology resources and achieve work-life balance.

3) What Other Ways of Working Besides Asynchronous Work Can Significantly Increase The Output of Remote Work?

While asynchronous work is widely adopted in remote work, there are still many other ways of working that can be explored and applied. Future research could further investigate other ways of working to explore their applicability and effects in telecommuting. For example, flexible working systems can be studied, in which employees have the autonomy to arrange working hours and locations within a certain range, to better adapt to individual work habits and life needs. In addition, how teams collaborate and work together can be studied to explore how remote teams can better collaborate and improve work efficiency and quality. At the same time, we can explore the combination of remote office and traditional office, that is, hybrid office mode, to give full play to the advantages of both, improve work efficiency and employee satisfaction. These studies can provide businesses and organizations with a variety of work style options to help them better meet the needs of their employees and improve the productivity of remote work.

4) Is It What The Business and Organization Do or The Nature of Remote Work That Makes The Feelings of The Different Genders Equal?

Although the study found no significant differences in the perception of telecommuting between the sexes, it is still necessary to further explore the reasons behind it. Future research can use in-depth interviews and questionnaires to understand the specific problems and feelings faced by employees of different genders in telecommuting. Research can focus on gender differences in remote work tasks, work environments, work stress, and gender attitudes and expectations about remote work. At the same time, research can explore whether companies and organizations consciously pay attention to gender differences in telecommuting and whether they have taken corresponding measures to improve gender equality and employee satisfaction. These studies can help businesses and organizations better understand the impact of gender differences in telecommuting and provide the basis for more targeted policies and measures.

To sum up, telecommuting, as a new working mode, has been paid more and more attention and applied in modern society. Through research on telecommuting, we have found that it has a positive impact on employee productivity, life balance, and happiness. However, telecommuting also faces some management problems and challenges, which need enterprises and organizations to take corresponding

measures to solve. From the perspective of technical support, management style, corporate culture, and so on, we can give enterprises some suggestions to help them better promote the implementation of remote working. At the same time, for individuals, telecommuting is also a new way of life that requires continuous learning and progress to truly improve productivity. For the upstream and downstream industries involved in telecommuting, we can also give corresponding suggestions and provide more comprehensive services and support. Future research could further delve into the impact of telecommuting on family life, examine the relationship between technology and work-life, explore the applicability of other ways of working, and gender differences in telecommuting perceptions. Through continuous research and exploration, we can continuously optimize the remote working model to achieve a more efficient, more balanced, and happier working life.

Summary

The purpose of this study is to analyze the factors that influence the telecommuting outcomes of information technology industry practitioners. Through the study hypothesis, we found that remote worker characteristics, job characteristics, communication, management, organizational culture, environment, asynchronous work, and technology have a positive impact on remote work outcomes, including work effectiveness, work-life balance, and well-being. This provides an important reference for enterprises and individuals in telecommuting. Based on the results of this study, suggestions are put forward for enterprises, individuals, upstream and downstream industries, and follow-up research.

Telecommuting is of great significance for social development and can improve work efficiency, work-life balance, and happiness. However, to overcome the challenges faced by telecommuting, governments need to increase their support in terms of policies laws, and regulations. Companies need to strengthen management and support, shape a positive organizational culture, provide the necessary technical support, and constantly explore the right model for their remote work. Only in this way, remote working can continue to play a positive role, bring greater value to enterprises and individuals, and better development of society.