Remotely Crafting Technology Acceptance: An exploratory study of how job crafting behaviors and remote working influence the perception of technology

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Abstract

With nearly 1/3rd of all workers in the United States now being remote, there is a need to use technology to meet organizational and personal goals. The potential of job crafting behaviors to influence technology acceptance in remote work settings has yet to be thoroughly investigated. Understanding how these behaviors affect technology perception can guide tailored interventions for diverse personality types. Anchored in the Job Characteristics Model and the Technology Acceptance Model, this study examines how job crafting behaviors influence perceptions of new technology among remote workers in the U.S. (N=291). Our analysis reveals cognitive and relational crafting behaviors have varying impacts on the perceived ease of use and usefulness of technology. Cognitive crafting introduces complexities, reducing perceived effectiveness, while relational crafting enhances perceived usefulness. Task crafting positively impacts both ease of use and usefulness. These results underscore the importance of considering job crafting behaviors to enhance technology acceptance in remote work environments.

Keywords: Job Crafting; Technology Acceptance; Job Characteristics Model

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Introduction

Shifting to remote work (RW) has fundamentally changed how companies operate, requiring adoption of new technologies to manage productivity and meet business goals. Before the pandemic, 20% of U.S. workers could work from home, but now nearly one-third do so full-time (Parker, 2023). Analysts predict an additional 22% of the workforce will be working remotely by 2025, signifying a shift in workplace dynamics (Smart, 2024). This move to online work has altered workplaces and helped companies achieve broader organizational objectives (Annamalah & Paraman, 2023). As a result, businesses have had to adopt telework systems, automation, and AI to boost efficiency and adapt to new working models (Ozimek, 2021) because these technologies make it easier to manage remote teams and maintain business continuity (Elshaiekh et al., 2018; Griep et al., 2021).

To ensure remote workers are well-equipped and comfortable with the tools provided, effective strategies are required for facilitating the adoption of new technologies. Firms must address these criteria to achieve organizational goals and maximize the benefits of remote labor (Griep et al., 2021). Given disadvantages of remote work, such as poor communication (Lane & Aplin-Houtz, 2023), the prospect of altering job design could enhance morale and productivity because research indicates workers are better equipped to adapt to technology developments when their work, interests and talents align with job design. One such type of job design where employees make proactive changes to aspects of their job to better fit their skills, abilities, and interests, is called job crafting (Wrzesniewski & Dutton, 2001). Research supports that job crafting increases productivity and job satisfaction for both in-person (Lu et al., 2014) and remote working (Ingusci et al., 2021) populations. Furthermore, research supports job crafting can facilitate technology acceptance and adoption (Shi et al., 2023; Xu et al., 2022).

Unfortunately, the literature does not contain studies exploring the connection of job crafting behaviors to technology acceptance in remote workers. Therefore, we aim to close this gap through the following research question: *How do different types of job crafting behaviors influence the perceptions of a new technology when remote working is considered?*

Research into the relationship between job design and technology acceptance has yielded significant findings, demonstrating qualities such as optimism and innovativeness have a substantial influence on technology acceptance among service professionals (Walczuch et al., 2007). Xu et al. (2022) discovered technological features such as reconfigurability and customization allow people to personalize their tasks, increasing work meaningfulness and technological acceptability. Similarly, Shi et al. (2023) contended digital job crafting enhances job performance by improving fit between individuals, tasks, and technology, hence increasing technology acceptance. Despite these findings, there are still gaps in understanding the complete impact of job crafting on technology acceptance, particularly in RW settings, prompting additional research to design managerial methods promoting technology adoption and usage (Venkatesh & Bala, 2008). According to findings of Xu et al. (2022) and Shi et al. (2023), job crafting can help to bridge these gaps by establishing a more meaningful and effective environment for technology adoption.

It is critical to close the knowledge gap on the impact of job crafting on technology acceptance in RW environments. This study could help understand how dynamics between diverse job crafting practices and negative impacts of remote work, such as social isolation and poor mental well-being (Holt-Lunstad et al., 2015)can help firms plan interventions to improve employee satisfaction and performance, as well as technology adoption and organizational efficiency (Spencer, 2023). Additionally, this study's findings may help to shape policies

encouraging employee well-being and productivity in the emerging landscape of RW (Fishman et al., 2016). Addressing these gaps will lead to a better understanding of how job crafting can accommodate technological developments while also encouraging a healthier, more productive remote workforce.

To address our research objectives, we sampled full-time workers from various industries in the United States (N = 291) using a cross-sectional design. Drawing from research on technology acceptance, job crafting, and remote working, we developed a theoretical model and hypotheses through the lens of the job characteristics model. We evaluated our hypotheses using partial least squares structural equation modeling (PLS-SEM). Following the analysis, we discuss our findings, offer managerial implications, suggest actionable changes, and outline avenues for future research.

Literature Review

Theoretical Framework: Job Characteristics Model

The Job Characteristics Model (JCM) is a widely recognized concept explaining the impact of job design on employee motivation, performance, and satisfaction (Hackman & Oldham, 1976). The paradigm proposes specific job qualities have an impact on crucial psychological states, which subsequently influence work outcomes. This paradigm has been widely used in other domains, such as healthcare (Gillet et al., 2013), education (Bakker et al., 2007), manufacturing (Humphrey et al., 2007), and information technology (Salanova & Schaufeli, 2008).

JCM delineates five fundamental job attributes: skill variety, task identity, task significance, autonomy, and feedback. These attributes have significant influence on three crucial mental states: perceived significance, perceived accountability, and awareness of

outcomes. These states impact work outcomes, such as job satisfaction, motivation, and performance (Hackman & Oldham, 1976). Criticism of JCM includes problems comprehensively encompassing details of work design in every situation (Parker & Wall, 1998), however, there is significant data supporting its relevance and efficacy (Humphrey et al., 2007).

According to research, improving job attributes such as skill diversity, task distinctiveness, and task importance can result in increased job satisfaction and motivation (Oldham & Hackman, 2010). They also contribute to the perceived relevance of the activity. Nevertheless, the model also recognizes the influence of these job qualities can be regulated by individual variations, such as growth need strength (Hackman & Oldham, 1976).

Research of autonomy has been shown to have an influence on both job satisfaction and performance. Jobs offering greater autonomy provide individuals with increased freedom and discretion in their work, resulting in heightened motivation and job satisfaction (Langfred & Moye, 2004). Receiving feedback from both the job itself and supervisors is essential for the growth and effectiveness of employees (Ashford & Cummings, 1983). Autonomy and feedback have been found to enhance both job satisfaction and performance (Bakker et al., 2007; Salanova & Schaufeli, 2008).

Technology Acceptance

The Technology Acceptance Model (TAM) is a fundamental theory explaining why individuals accept technology in their professional and personal lives (Davis, 1989). TAM clarifies determinants impacting users' choices to adopt new technology and the likelihood of its acceptance. It has been applied across sectors, including healthcare (Beglaryan et al., 2017), entrepreneurship (Do et al., 2020), technology (Khan et al., 2014), and retail (Gefen & Straub, 1997).

In Davis's original model (1989), perceived usefulness (PU) assessed how individuals evaluate technology's value by determining how much they believe using a system would improve job performance and help achieve goals. Despite criticisms that PU may not fully capture nuances of technology acceptance compared to motivational factors (Benbasat & Barki, 2007; Chuttur, 2009), substantial evidence supports that PU significantly influences technology acceptance (Ma & Liu, 2004; Svendsen et al., 2013). Perceived ease of use (PEOU), as described in Davis's initial model, refers to the ease with which individuals believe they can use technology, influencing its adoption. Poor user interfaces can lead to failure of expensive projects (Venkatesh & Davis, 1996). PEOU is influenced by factors such as internal and external control, intrinsic motivation, and emotional stress like anxiety (Venkatesh, 2000). Additionally, recent research connected PEOU to ethical stances like humanism and Kantianism (Leahy et al., 2023). PEOU consistently shows significant validity and reliability in studies (Aplin-Houtz et al., 2023; Fathema et al., 2015).

Integrating TAM with the JCM provides a comprehensive understanding of technology adoption. PU in TAM is closely related to task significance and autonomy in JCM. Task significance can enhance PU when employees believe technology will boost job performance and lead to meaningful results. Autonomy aligns with PEOU in TAM, as technologies that are easy to use can enhance control over work, leading to higher acceptance and satisfaction (Davis, 1989; Hackman & Oldham, 1976). Feedback, an essential job attribute, can be improved by technology providing timely and accurate information, increasing PU as employees see direct performance benefits (Ashford & Cummings, 1983). Technologies facilitating diverse and integrated work activities can enhance skill variety and task identity, increasing both PU and PEOU (Bakker et al., 2007).

This integration implies technology adoption is influenced by both the perceived characteristics of the technology and their interaction with job design. Technologies that improve job characteristics such as autonomy, task significance, and feedback are more likely to be embraced and used effectively. This perspective emphasizes the importance of considering technological attributes and job design factors to promote successful technology adoption in the workplace (Humphrey et al., 2007). By enhancing job characteristics through technology perceived as useful and easy to use, organizations can foster higher acceptance, satisfaction, and improved performance and well-being (Davis, 1989; Wrzesniewski & Dutton, 2001).

Hypothesis 1: Higher perceived ease of use of a potential technology will positively correlate with higher perceived usefulness for the same technology.

Remote Work

Remote working (RW) involves employees performing their duties outside traditional offices, often from home. Numerous studies report benefits of RW such as job satisfaction, autonomy, reduced stress, improved performance, and decreased work-family conflict (WFC) (Gajendran & Harrison, 2007; Golden et al., 2008; Maruyama & Tietze, 2012). RW enables improved balance between work and personal obligations, potentially lowering WFC (Lane & Aplin-Houtz, 2023). Additionally, RW grants flexibility to work from anywhere at any time, enhancing work-related autonomy (Sardeshmukh et al., 2012).

However, exclusively working from home (WFH) can lead to overwork and blurred boundaries between professional and personal responsibilities (Eddleston & Mulki, 2017). The COVID-19 pandemic has exacerbated these issues, with studies noting increased stress and family-work conflict (FWC) due to blurred lines between work and home (Galanti et al., 2021).

Despite the autonomy benefits, RW during COVID-19 has led to social isolation and increased FWC, altering perceptions of fairness in the work-home environment (Galanti et al., 2021).

In the context of RW, autonomy is enhanced as employees have greater control over their schedules and environments, aligning with JCM's proposition that autonomy leads to higher job satisfaction and motivation (Gajendran & Harrison, 2007). However, other job characteristics might be negatively impacted, such as delayed feedback and diminished knowledge of results, potentially affecting job performance and satisfaction (Bakker et al., 2007). While technology can facilitate diverse work activities, lack of face-to-face interaction may reduce perceived significance and identity of tasks (Humphrey et al., 2007). Given the increased autonomy and flexibility associated with RW, it is hypothesized:

Hypothesis 2a: When an individual works remotely, they will have higher perceptions of a potential technology's ease of use.

The ability to work remotely is also expected to increase perceived usefulness of technology. Employees are likely to see the benefits of technology as they find it improves their ability to balance work and personal obligations. This aligns with the JCM's emphasis on task significance and feedback, where technology can enhance job performance and satisfaction. Hence, we propose:

Hypothesis 2b: When an individual works remotely, they will have higher perceived usefulness for a potential technology

Job Crafting

Job crafting refers to proactive changes employees make to their own job designs to better fit their skills, abilities, and interests (Wrzesniewski & Dutton, 2001). This concept highlights how employees can actively shape their work environment to improve job satisfaction,

engagement, and performance. Job crafting encompasses three types: task crafting, relational crafting, and cognitive crafting. Job crafting has been studied across various fields including healthcare (Gordon et al., 2018), education (Slemp & Vella-Brodrick, 2013), and technology (Tims et al., 2013).

Job crafting has been shown to have positive effects on work outcomes. Employees who engage in job crafting report higher levels of job satisfaction, work engagement, and job performance (Tims et al., 2013). Additionally, job crafting is associated with reduced job strain and burnout, as it allows employees to create supportive and enriching work environments (Petrou et al., 2012). Job crafting benefits may limit when employees are not autonomous or when there are differences between crafting efforts and organizational goals (Wrzesniewski et al., 2013; Berg et al., 2010)

Cognitive Crafting

Cognitive crafting involves employees altering their perceptions of work tasks to enhance their meaningfulness and significance, creating a more motivating work experience (Wrzesniewski & Dutton, 2001). Considering that JCM posits core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—influence employee motivation and outcomes (Humphrey et al., 2007), it is logical to argue cognitive crafting can also impact employee engagement, satisfaction, and performance. This reframing increases work engagement and job satisfaction, boosting overall well-being and performance (Kilic & Kitapçı, 2022). High levels of skill variety, task identity, and task significance predict cognitive crafting, as these characteristics encourage employees to align their roles with personal values and goals (Kim & Lee, 2015). Autonomy and feedback empower employees to engage in cognitive

crafting by providing freedom and guidance needed to reshape their job tasks (Li & Takao, 2020).

Benefits of cognitive crafting include , enhancing job satisfaction, organizational commitment, and performance by helping employees find significance in their work, leading to higher motivation and engagement (Tims et al., 2015). Cognitive crafting also reduces turnover intentions by aligning job roles with personal and professional aspirations (Rudolph et al., 2017). Psychological empowerment is another benefit by allowing employees to reshape their work environment cognitively, it fosters control and influence over their tasks, promoting proactive behaviors and a positive self-image (Hornung, 2019).

Building on these insights, cognitive crafting can influence employees' perceptions and acceptance of new technologies. Employees who engage in cognitive crafting are likely to see new technologies as tools that facilitate their crafted job roles, making these technologies appear easier to use and more useful. The proactive and adaptive mindset fostered by cognitive crafting makes these employees open to perceiving new technologies as user-friendly and beneficial.

Hypothesis 3a: When individuals indicate that they engage in cognitive crafting behaviors, they will have higher perceptions of a potential technology's ease of use.

RW environments require a high degree of autonomy and self-management, conditions conducive to cognitive crafting. Employees who work remotely and engage in cognitive crafting are likely to adapt their tasks and workflows to suit their remote conditions, which can include integrating new technologies. As these employees craft their RW environments to optimize efficiency and effectiveness, they are likely to perceive new technologies as easier to use because these tools support their crafted workflows.

Hypothesis 4a: The interaction of the amount one works remotely, and cognitive crafting behaviors will correlate with higher perceptions of a potential technology's ease of use.

Cognitive crafting also involves modifying perceptions and interpretations of job tasks to enhance meaningfulness and effectiveness. Employees who engage in cognitive crafting may see new technologies as valuable tools that support their crafted job roles and contribute to their work objectives.

Hypothesis 3b: When an individual indicates that they engage in cognitive crafting behaviors, they will have higher perceived usefulness for a potential technology.

Finally, RW can heighten the need for effective tools supporting autonomy and efficiency. Employees who frequently work remotely and engage in cognitive crafting are likely to perceive new technologies as highly useful, as these technologies enable them to optimize their RW setup, align with their crafted workflows, and enhance their productivity and job satisfaction.

Hypothesis 4b: The interaction of the amount one works remotely, and cognitive crafting behaviors will correlate with higher perceived usefulness for a potential technology

Relational Crafting

. Relational crafting involves employees actively changing their interactions and relationships at work to create a more supportive and fulfilling social environment, building stronger connections, enhancing teamwork, and increasing their sense of belonging and purpose (Wrzesniewski & Dutton, 2001). When viewed through JCM, high levels of task identity, task significance, and feedback predict relational crafting, encouraging employees to enhance social interactions to align with personal values and work goals (Kim & Lee, 2015). Autonomy

empowers employees to engage in relational crafting by providing the freedom to reshape social interactions (Li & Takao, 2020).

Relational crafting reduces turnover intentions by strengthening social ties and support networks, aligning the social environment with personal and professional aspirations (Rudolph et al., 2017). Psychological empowerment is another critical outcome, as relational crafting increases feelings of belonging, influence, and support. By allowing employees to reshape their social environment, it fosters a sense of community and collaboration, promoting proactive behaviors and a positive work culture (Hornung, 2019).

Building on these insights, relational crafting can influence employees' perceptions and acceptance of new technologies. Employees who engage in relational crafting are likely to see new technologies as tools that facilitate their social interactions and collaborative efforts, making these technologies appear easier and more useful. The proactive mindset fostered by relational crafting makes these employees open to perceiving new technologies as user-friendly and beneficial.

Hypothesis 5a: When individuals indicate that they engage in relational crafting behaviors, they will have higher perceptions of a potential technology's ease of use.

RW environments require a high degree of social connectivity and collaboration, conditions that are conducive to relational crafting. Employees who work remotely and engage in relational crafting are likely to adapt their social interactions to suit their remote conditions, which can include utilizing new technologies to stay connected. As these employees craft their remote social environment to optimize efficiency and collaboration, they are likely to perceive new technologies as easier to use because these tools support their crafted social workflows.

Hypothesis 6a: The interaction of the amount one works remotely, and relational crafting behaviors will correlate with higher perceptions of ease of use for a potential technology.

Relational crafting also involves enhancing social interactions and support networks to increase effectiveness and satisfaction. Employees who engage in relational crafting may see new technologies as valuable tools that facilitate their social interactions and contribute to their collaborative efforts and work objectives.

Hypothesis 5b: When an individual indicates that they engage in relational crafting behaviors, they will have higher perceived usefulness for a potential technology

Finally, RW can heighten the need for effective tools that support social connectivity and collaboration. Employees who frequently work remotely and engage in relational crafting are likely to perceive new technologies as highly useful, as these technologies enable them to optimize their remote social interactions, align with their crafted workflows, and enhance their productivity and job satisfaction.

Hypothesis 6b: The interaction of the amount one works remotely, and relational crafting behaviors will correlate with higher perceived usefulness for a potential technology

Task Crafting

Task crafting involves employees actively changing the scope, sequence, or number of tasks to make their work more engaging and meaningful, aligning their work more closely with their strengths, interests, and professional goals (Wrzesniewski & Dutton, 2001). Task crafting can be predicted by skill variety, task identity and task significance, such as encouraging employees to modify their tasks to align with personal values and work goals (Kim & Lee, 2015). Autonomy and feedback empower employees to engage in task crafting by providing necessary freedoms and guidance to reshape their job tasks (Li & Takao, 2020).

Positive outcomes of task crafting include enhancing job satisfaction, organizational commitment, and performance by helping employees find personal significance in their work, leading to higher motivation and engagement (Tims et al., 2015). Task crafting also reduces turnover intentions by allowing employees to tailor their job roles to fit their personal and professional aspirations (Rudolph et al., 2017). Psychological empowerment is another critical outcome, as task crafting increases feelings of self-determination, impact, and competence, fostering a sense of control and influence over job activities, promoting proactive behaviors and a positive self-image (Hornung, 2019).

Building on these insights, task crafting can influence employees' perceptions and acceptance of new technologies in the workplace. Employees engaged in task crafting may see new technologies as tools that facilitate their crafted job tasks, making these technologies appear easier and more useful. Given that task crafting involves reinterpreting and reshaping tasks to make them more meaningful and manageable, it is likely that employees who engage in such behaviors will have higher perceptions of a potential technology's ease of use. The proactive and positive mindset fostered by task crafting is likely to make these employees more open to perceiving new technologies as user-friendly and beneficial.

Hypothesis 7a: When individuals indicate that they engage in task crafting behaviors, they will have higher perceptions of a potential technology's ease of use.

Task crafting also involves modifying job tasks to enhance effectiveness and satisfaction. Employees engaged in task crafting may see new technologies as valuable tools that support their crafted job roles and contribute to their work objectives.

Hypothesis 8a: The interaction of the amount one works remotely, and task crafting behaviors will correlate with higher perceptions of ease of use for a potential technology.

Hypothesis 7b: When an individual indicates that they engage in task crafting behaviors, they will have higher perceived usefulness for a potential technology

Hypothesis 8b: The interaction of the amount one works remotely, and task crafting behaviors will correlate with higher perceived usefulness for a potential technology

Method

Hypothesized Model and Study Consideration

To answer the research question, *How do different types of job crafting behaviors influence the perceptions of a new technology when remote working is considered?* We explored the relationships through the model found in Figure 1.

(Insert Figure 1 about here)

Participants and Procedures

The inclusion criterion used for our sample were: (a) currently employed full-time in the US, (b) at least 18 years old, (c) and signed up to participate in a Prolific Panel. Participants were told the study was to explore aspects of work attitudes and perceptions. Between March 11 and March 17, 2024, participants were asked to complete a survey with demographics, focal variables in our theoretical model, control variables, and additional variables not included here. Once participants completed the measures, they were debriefed and thanked for participating. Participants were paid $5.00 for each completed survey. We captured data from 302 participants. Data was associated with the majority of the questions in the survey although11 of these participants indicated they “did not agree” to participate after reading the informed consent. These responses were removed; the final sample was 291.

General Demographics

Our study involved 291 participants ranging from 19 to 71 years old (M= 39.69, SD = 10.89). The sample was nearly evenly split by gender, with 144 males, 144 females, and three non-binary individuals. The majority of participants identified as White (63.2%), with others identifying as Black or African American, Asian, Hispanic, and Multiracial or other. Most participants held undergraduate degrees, though many had high school diplomas or GEDs, graduate degrees, and a few had doctorate degrees. Over half the participants had been with their current employer for 1 to 5 years, indicative of a relatively young workforce in organizational tenure. Income levels varied, with the largest segments falling into middle-income range.

Measures

Using PU and PEOU components in the TAM (Davis, 1989), we evaluated participants' perception of their PU and PEOU for new technology (12 items on a 5-point Likert-type scale with six items per factor). For Job crafting factors, we used Slemp and Vella-Brodrick's (2013) 19-item questionnaire for the overall construct. The remote working percentage was gathered by asking the participants: What percentage of your job do you work remotely? The variable ranged from 0 to 100%. The mean of the sample was 35.8% (SD =39.4). Approximately 30% of the sample reported being fully in-person for their job.

We incorporated a range of control variables to refine our analysis and enhance the validity of our findings, following guidelines proposed by Bernerth and Aguinis (2016). These controls help eliminate alternative explanations for the hypothesized relationships and allow us to isolate effects of our primary interest variables by accounting for other influential factors. We controlled for job satisfaction using Brayfield and Rothe's (1951) six-item questionnaire. Additionally, we used the measure for self-efficacy by Chen et al. (2001) with eight items unified as a single variable. Lastly, we controlled age, job tenure, and gender.

Missing Data.

Responses for this study had minimal missing data, with less than five responses missing data. We used the missing data function in SmartPLS to impute the data. The software employed mean replacement for missing values.

Analysis of Measurement Model

As part of the measurement model analysis, the elimination of study items with modest factor loadings (0.6: Gefen et al., 2000) was assessed. No items met the criteria. The minimum values of 0.7 for composite reliability (CR: Wasko & Faraj, 2005) and 0.6 for Cronbach's alpha scores for inclusion of the measures in the analysis were used to evaluate the constructs' reliability. Each factor met these criteria. Since the average variance extracted (AVE) was greater than 0.5 for all variables, it was determined the convergent validity of all variables was satisfactory. Moreover, the Heterotrait-to-monotrait correlation ratio confirmed the discriminant validity of the study (Henseler et al., 2015).

Structural Model

The significance of paths and R^2 were used to evaluate the relationships using the structural model hypothesized in the research framework. The quality of model fit was determined by the intensity of each structural path as defined by the R^2 value for the dependent variable, with R^2 expected to be at least 0.10 (Falk & Miller, 1992). R^2 values of independent variables were higher than 0.1. Thus, ability to predict has been established. The SRMR for the model was 0.049. Since this value was below the required threshold of 0.1, it was determined the model fit was adequate (Hair et al., 2010).

Results

Direct Effects

The hypothesis that perceived ease of use (PEOU) positively influences perceived usefulness (PU) was supported ($\beta = 0.478$, $p = 0.000$), indicating users find a technology more useful if it is easy to use. Working remotely positively influenced perceived usefulness ($\beta = 0.108$, $p = 0.014$), but did not significantly affect PEOU ($\beta = -0.015$, $p = 0.761$), suggesting that while RW does not impact the ease of use, it enhances the PU of technology.

Cognitive crafting behaviors negatively influenced both PEOU ($\beta = -0.206$, $p = 0.003$) and PU ($\beta = -0.170$, $p = 0.020$). These results suggest cognitive crafting might introduce complexities reducing perceived effectiveness of technology. Relational crafting behaviors positively influenced PU ($\beta = 0.160$, $p = 0.031$) but did not significantly affect PEOU ($\beta = 0.110$, $p = 0.138$), indicating enhanced social interactions make technology seem more useful without necessarily affecting its ease of use. Task crafting behaviors positively influenced both PEOU ($\beta = 0.192$, $p = 0.006$) and PU ($\beta = 0.243$, $p = 0.001$), supporting that enriching job tasks can enhance technology adoption.

Control variables also played a significant role. Job satisfaction is strongly associated cognitive crafting ($\beta = 0.678$, $p = 0.000$), relational crafting ($\beta = 0.540$, $p = 0.000$), and task crafting ($\beta = 0.533$, $p = 0.000$). Self-efficacy was a significant predictor of PEOU ($\beta = 0.484$, $p = 0.000$) but not PU ($\beta = 0.056$, $p = 0.413$). All paths of the demographic variable on the DVs were non-significant.

When analyzing the interaction between cognitive crafting, RW, and perceived ease of use, the trajectory shifts depending on the levels of cognitive crafting and the extent of RW Individuals with high levels of cognitive crafting who also work remotely experience a significant decrease in PEOU of technology. The first graph shows those with high percentages of RW and high cognitive crafting exhibit a steep decline in perceived ease of use. Conversely,

individuals with low cognitive crafting and high RW percentages do not experience this sharp decline, indicating high cognitive crafting exacerbates challenges of using technology remotely. See Figure 2 for a visual depiction of the simple slopes.

(Insert Figure 2 about here)

Similarly, the interaction between relational crafting, remote work, and perceived ease of use reveals a distinct pattern. High levels of relational crafting paired with high percentages of RW significantly increase perceived ease of use. The second graph demonstrates that individuals who engage heavily in relational crafting and also work remotely report higher perceived ease of use. This suggests relational crafting can mitigate some challenges of RW by enhancing the usability of technology through improved social interactions. Conversely, low relational crafting combined with high RW percentages results in lower perceived ease of use, highlighting the importance of relational crafting in RW settings. See Figure 3 for a visual depiction of the simple slopes.

(Insert Figure 3 about here)

Moderation Analysis

The moderation analysis examined the interaction between RW and job crafting behaviors on technology perceptions. Cognitive crafting negatively moderated the relationship between RW and ease of use ($\beta = -0.166$, $p = 0.028$), suggesting cognitive crafting exacerbates challenges of using technology remotely. Relational crafting partially moderated the relationship, positively influencing ease of use ($\beta = 0.125p = 0.074$), but was not significant for perceived usefulness ($\beta = -0.033$, $p = 0.607$). Task crafting did not significantly moderate the relationship between RW and ease of use ($\beta = 0.081$, $p = 0.216$) or perceived usefulness ($\beta = 0.085$, $p =$

0.182), suggesting that while task crafting has inherent benefits, these may be neutralized in a RW context.

Simple slopes

Discussion

This study sheds light on links between PEOU, PU, and moderating factors. Significant correlation was found between PEOU and PU of a proposed technology. These results are consistent with existing literature suggesting task simplification enhances job performance and satisfaction (Liu et al., 2023).

RW did not significantly affect PEOU (hypothesis 2a). Conversely, Hypothesis 2b was supported by the significant relationship between RW and PU. The need for effective technology in remote situations may have increased its PU (Golden et al., 2008). The TAM matches the perceived utility of technology in remote work, highlighting the importance of effective technology.

Cognitive crafting did not positively connect with PEOU (hypothesis 3a). However, the large negative association implies these actions may reduce PEOU. Engaging in cognitive crafting behaviors also did not positively connect with PU (hypothesis 3b), suggesting a negative impact. These findings contradict Wrzesniewski and Dutton's (2001) model, which suggests proactive task adjustments might boost job satisfaction and tool adoption. Cognitive crafting may complicate or misalign existing technologies, lowering their perceived effectiveness (Malureanu et al., 2021; Scherera et al., 2019). When looking at the interaction of cognitive crafting with RW, hypotheses 4a and 4b did not positively correlate with greater perceptions of a possible technology's PU or PEOU. These findings support complexities of distant work changes and imply cognitive crafting may make technology acceptance more difficult (Bailey & Kurland,

2002; Tsegay et al., 2022). Moreover, the decrease of PEOU at high levels of cognitive crafting in the simple slopes signals using this type of job design might be detrimental to ultimately adopting technology in remote settings.

Relational crafting did not significantly correlate with PEOU (hypothesis 5a). However, relational crafting behaviors were positively correlated with PU (hypothesis 5b). This aligns with the JCM (Hackman & Oldham, 1976) assertion that improved social interactions can increase perceived importance and utility of employment items, including technology. According to Self-Determination Theory (SDT), social interactions motivate intrinsically (Yang & Salam, 2022). As such relational crafting activities likely increase PU. However, the interaction of relational crafting with RW (hypothesis 6b) indicates RW may not be as salient in PU of a potential technology. Conversely, the partial significance of the interaction of RW with relational crafting on RW (hypothesis 6a) indicates RW does likely play a part in perceptions of how easy a technology is to use. Relational crafting may facilitate technology use, but its impact on PU may be smaller due to the quality of remote interactions (Gao, 2021; Golden et al., 2008).

The analysis revealed t task crafting behaviors increased PEOU and PU (Hypothesis 7a and 7b), suggesting enhancing perception and behaviors surrounding job tasks can boost technology adoption. According to the job characteristics model, task variety and significance can boost motivation and job satisfaction, suggesting task crafting might help integrate and appreciate new technology (Hackman & Oldham, 1976; Metruk, 2022). Finally, Hypotheses 8a and 8b were not supported since the interaction of RW and task crafting behaviors did not significantly impact PU or PEOU. This suggests that while task crafting offers benefits, the RW context may bring variables offseting these benefits, highlighting challenges of integrating job crafting with RW dynamics.

Limitations and Future Research

Despite valuable insights, this study has several limitations. First, while RW inherently involves aspects of autonomy, we did not measure how autonomy directly influences relationships between job crafting and perceptions of new technology. Autonomy is a critical component of the JCM and impacts employee motivation and engagement (Hackman & Oldham, 1976). Future research should include a specific measure of autonomy to better understand its role in these relationships (Slemp & Vella-Brodrick, 2013).

Secondly, we employed a cross-sectional sampling method, limiting our ability to infer causality. Cross-sectional studies provide only a snapshot of relationships at a single point in time.. Future research should use longitudinal designs to track changes and causal relationships between job crafting, autonomy, and technology perceptions over time (Ployhart & Vandenberg, 2010).

Additionally, using Prolific's panel for data collection, while advantageous for diversity, did not selectively involve participants from specific industries or work environments. Future studies should employ more targeted sampling methodologies, focusing on specific industries or demographic cohorts to gain detailed insights.

Our reliance on self-reported data may also introduce bias, as participants might respond in socially desirable ways or misinterpret questions. Future research should incorporate multi-source data, including supervisor ratings and objective performance metrics, to reduce potential biases (Donaldson & Grant-Vallone, 2002).

Managerial Implications

The findings offer practical implications for managers aiming to enhance technology adoption. Managers should reconsider emphasizing cognitive crafting, as it may negatively impact perceptions of new technology by introducing complexities and misalignments

(Malureanu et al., 2021; Scherera et al., 2019). Instead, they should prioritize relational and task crafting.

To promote relational crafting, managers should foster a collaborative work environment that enhances social interactions among employees, including encouraging teamwork, facilitating regular meetings, and creating opportunities for informal social interactions (Yang & Salam, 2022). Enhanced social interactions can increase the perceived significance and utility of job elements, including technology (Hackman & Oldham, 1976). Implementing mentorship programs and peer support systems can further strengthen relational ties and enhance technology acceptance.

Managers should encourage task crafting by allowing employees to modify their tasks to better align with their strengths and interests. This involves providing flexibility in task assignments, encouraging job role improvements, and offering training programs enhancing skill variety and task significance (Tims et al., 2015). Task crafting has been shown to correlate positively with both ease of use and usefulness, facilitating integration and appreciation of new technologies (Hackman & Oldham, 1976; Metruk, 2022).

Managers should also provide robust support systems to assist employees with technology use including comprehensive training programs, readily available technical support, and clear communication about the benefits and functionalities of new technologies. Ongoing training and development opportunities can help employees feel more competent and confident in using new technologies, enhancing perceived ease of use and usefulness (Ployhart & Vandenberg, 2010).

To maximize benefits of relational and task crafting, managers should align these strategies with the specific needs and contexts of RW environments. Recognizing unique challenges and opportunities of RW and tailoring job design and support mechanisms accordingly is essential (Golden et al., 2008). Ensuring remote employees have access to reliable technology and virtual collaboration tools can mitigate barriers to ease of use and enhance the effectiveness of relational crafting initiatives.

By shifting focus from cognitive crafting to relational and task crafting, managers can improve technology adoption and job satisfaction. Fostering collaborative work environments, encouraging task modification, and providing robust support systems can enhance employees' perceptions of new technologies and facilitate integration into daily work routines. These strategies will improve technology acceptance and contribute to higher levels of employee engagement, satisfaction, and overall organizational performance.

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Table 1.

Demographics (N=291)

Demographics	N	%
Age		
Generation Z (19 to 27)	32	11
Millennials (28 to 43)	161	55.33
Generation X (44 to 59)	85	29.21
Boomers II - Generation Jones (60 to 69)	11	3.78
Boomers I (70 to 78)	2	0.69
Income		
Less than $20,000	12	4.1
$20,000 to $34,999	46	15.8
$35,000 to $49,999	68	23.4
$50,000 to $74,999	73	25.1
$75,000 to $99,999	46	15.8
$100,000+	45	15.5
No Answer	1	0.3
Race		
Asian	24	8.2
Black or African American	53	18.2
Hispanic, Latino or Spanish Origin	18	6.2
White or Caucasian	184	63.2
Multiracial or another	10	3.4
Prefer not to answer	2	0.7
Education		
Did not finish high school	1	0.3
High school graduate / GED	87	29.9
Undergraduate degree	136	46.7
Graduate degree	62	21.3
Doctorate degree	5	1.7

Source(s): Author's own creation/work

Table 2.

Discriminate validity analysis

Heterotrait Monotrait Ratio

	1	2	3	4	5	6	7
1. Perceived Usefulness							
2. Perceived Ease of Use	0.615						
3. Cognitive Crafting	0.204	0.260					
4. Relational Crafting	0.342	0.316	0.669				
5. Task Crafting	0.444	0.374	0.708	0.662			
6. Job Satisfaction	0.198	0.218	0.728	0.572	0.580		
7. General Self-efficacy	0.381	0.527	0.495	0.379	0.447	0.541	

Fornell-Larker Criterion

	1	2	3	4	5	6	7
1. Perceived Usefulness	**0.917**						
2. Perceived Ease of Use	0.591	**0.876**					
3. Cognitive Crafting	0.191	0.239	**0.862**				
4. Relational Crafting	0.322	0.293	0.617	**0.808**			
5. Task Crafting	0.414	0.343	0.634	0.600	**0.778**		
6. Job Satisfaction	0.193	0.208	0.678	0.540	0.533	**0.869**	
7. General Self-efficacy	0.366	0.499	0.461	0.357	0.410	0.511	**0.853**

Source(s): Author's own creation/work

Table 3.

Path Analysis

Paths		β	SD	T	P
	Direct Effects				
DV					
PU	**H1: PEOU →**	**0.478**	**0.062**	**7.741**	**0.000**
	H2b: Remote % →	**0.108**	**0.044**	**2.459**	**0.014**
	H3b: Cog →	**-0.206**	**0.069**	**3.002**	**0.003**
	H5b: Relate →	**0.160**	**0.074**	**2.164**	**0.031**
	H7b: Task →	**0.243**	**0.072**	**3.363**	**0.001**
PEOU	H2a: Remote % →	-0.015	0.050	0.304	0.761
	H3a: Cog →	**-0.170**	**0.073**	**2.332**	**0.020**
	H5b: Relate →	0.110	0.074	1.483	0.138
	H7a: Task →	**0.192**	**0.069**	**2.776**	**0.006**
	Controls				
Cog	**Job Sat →**	**0.678**	**0.034**	**19.787**	**0.000**
Relate	**Job Sat →**	**0.540**	**0.042**	**12.934**	**0.000**
Task	**Job Sat →**	**0.533**	**0.043**	**12.486**	**0.000**
PU	OrgTen →	-0.016	0.046	0.358	0.720
	Age →	0.023	0.055	0.416	0.678
	Gender →	0.011	0.046	0.242	0.809
	SelfE →	0.056	0.068	0.819	0.413
PEOU	*OrgTen →*	*-0.102*	*0.057*	*1.784*	*0.074*
	Age →	-0.016	0.064	0.256	0.798
	Gender →	-0.017	0.051	0.337	0.736
	SelfE →	**0.484**	**0.058**	**8.290**	**0.000**
	Moderation (* Remote %)				
PEOU	**H4a: Cog →**	**-0.166**	**0.076**	**2.192**	**0.028**
	H6a: Relate →	*0.125*	*0.070*	*1.789*	*0.074*
	H8a: Task →	0.081	0.065	1.238	0.216
PU	H4b: Cog →	-0.027	0.069	0.391	0.696
	H6b: Relate →	-0.033	0.065	0.515	0.607
	H8b: Task →	0.085	0.063	1.335	0.182

Construct	R^2	SRMR
PU	0.437	0.047
PEOU	0.319	
Cog	0.459	
Relate	0.292	
Task	0.284	

Source(s): Author's own creation/work

Table 4.

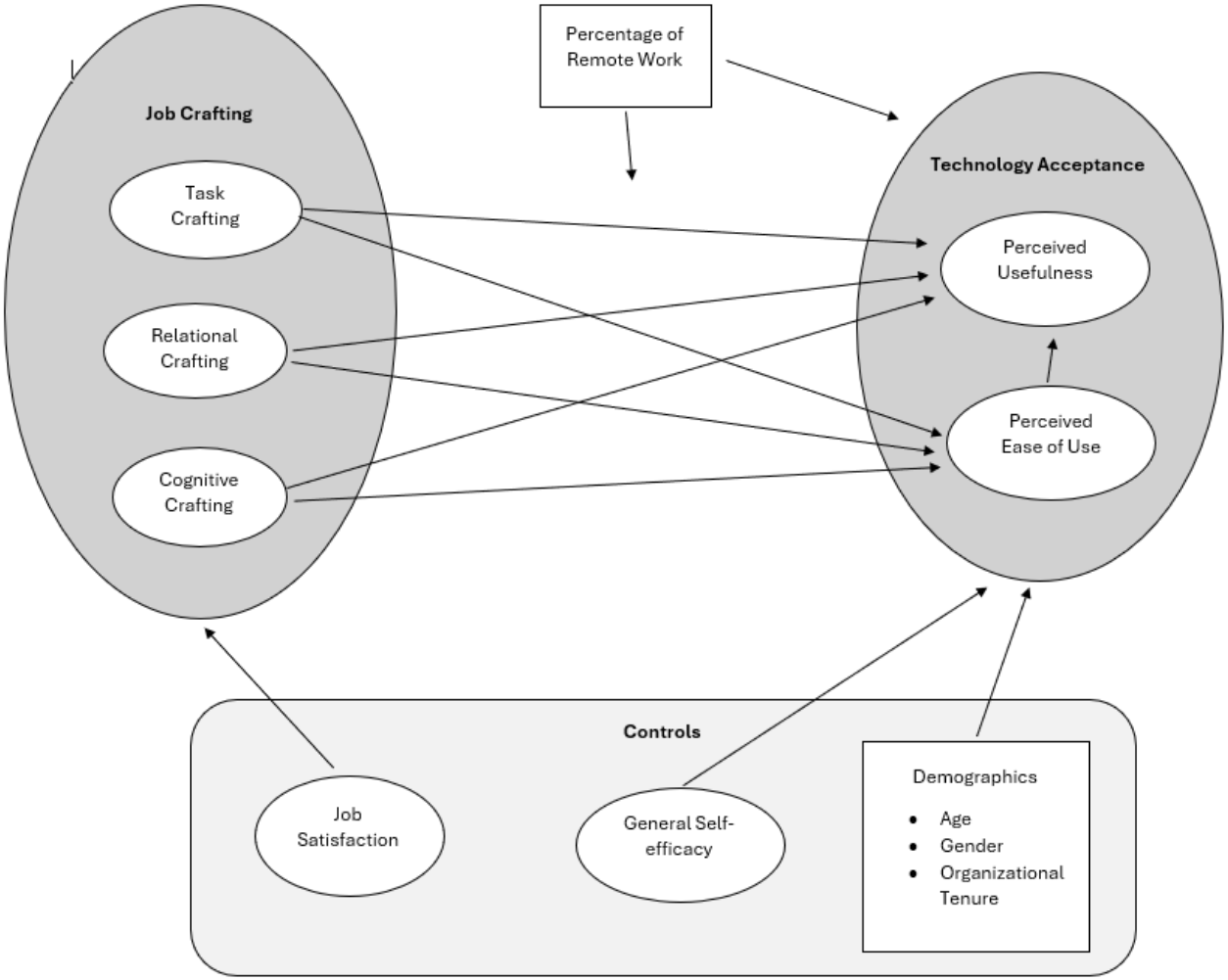
Supported and non-supported hypotheses

#		Hypothesis	Supported	Rationale
1		**Higher perceived ease of use of a potential technology will positively correlate with higher perceived usefulness for the same technology.**	**Supported**	**Significant path (β =.478, t =7.741, p <.000)**
2	a	Hypothesis 2a: When an individual works remotely, they will have higher perceptions of a potential technology's ease of use.	Not Supported	Non-significant path (β =-.015, t =.304, p =.761)
	b	**Hypothesis 2b: When an individual works remotely, they will have higher perceived usefulness for a potential technology**	**Supported**	**Significant path (β =.108, t =2.459, p =.014)**
3	a	Hypothesis 3a: When individuals indicate that they engage in cognitive crafting behaviors, they will have higher perceptions of a potential technology's ease of use.	Not supported	Significant negative path (β =-.206, t =3.002, p =.003). Since the path is not positive, no support for the hypothesis
	b	Hypothesis 3b: When an individual indicates that they engage in cognitive crafting behaviors, they will have higher perceived usefulness for a potential technology	Not Supported	Significant negative path (β =-.170, t =2.332, p =.020). Since the path is not positive, no support for the hypothesis
4	a	Hypothesis 4a: The interaction of the amount one works remotely and cognitive crafting behaviors will correlate with higher perceptions of a potential technology's ease of use	Not Supported	Significant negative path (β =-.166, t =21.92, p =.028). Since the path is not positive, no support for the hypothesis
	b	Hypothesis 4b: The interaction of the amount one works remotely and cognitive crafting behaviors will correlate with higher perceived usefulness for a potential technology	Not Supported	Non-significant path (β =-.015, t =.304, p =.761)
5	a	Hypothesis 5a: When individuals indicate that they engage in relational crafting behaviors, they will have higher perceptions of a potential technology's ease of use.	Not Supported	Significant path (β =.110, t =21.483, p =.138)
	b	**Hypothesis 5b: When an individual indicates that they engage in relational crafting behaviors, they will have higher perceived usefulness for a potential technology**	**Supported**	**Significant path (β =.160, t =2.164, p =.031)**
6	a	*Hypothesis 6a: The interaction of the amount one works remotely and relational crafting behaviors will correlate with higher perceptions of ease of use for a potential technology*	*Partially Supported*	*Partially significant path (β =.125, t =1.789, p =.074)*
	b	Hypothesis 6b: The interaction of the amount one works remotely and relational crafting behaviors will correlate with higher perceived usefulness for a potential technology	Not Supported	Non-significant path (β =-.033, t =.515, p =.607)

7	a	**Hypothesis 7a: When individuals indicate that they engage in task crafting behaviors, they will have higher perceptions of a potential technology's ease of use.**	**Supported**	**Significant path (β =.192, t =2.776, p =.006)**
	b	**Hypothesis 7b: When an individual indicates that they engage in task crafting behaviors, they will have higher perceived usefulness for a potential technology**	**Supported**	**Significant path (β =.243, t =3.363, p =.001)**
8	a	Hypothesis 8a: The interaction of the amount one works remotely and task crafting behaviors will correlate with higher perceptions of ease of use for a potential technology.	Not Supported	Non-significant path (β =-.081, t =.1.238, p =.182)
	b	Hypothesis 8b: The interaction of the amount one works remotely and task crafting behaviors will correlate with higher perceived usefulness for a potential technology	Not Supported	Non-significant path (β =-.085, t =.1.335, p =.216)

Source(s): Author’s own creation/work

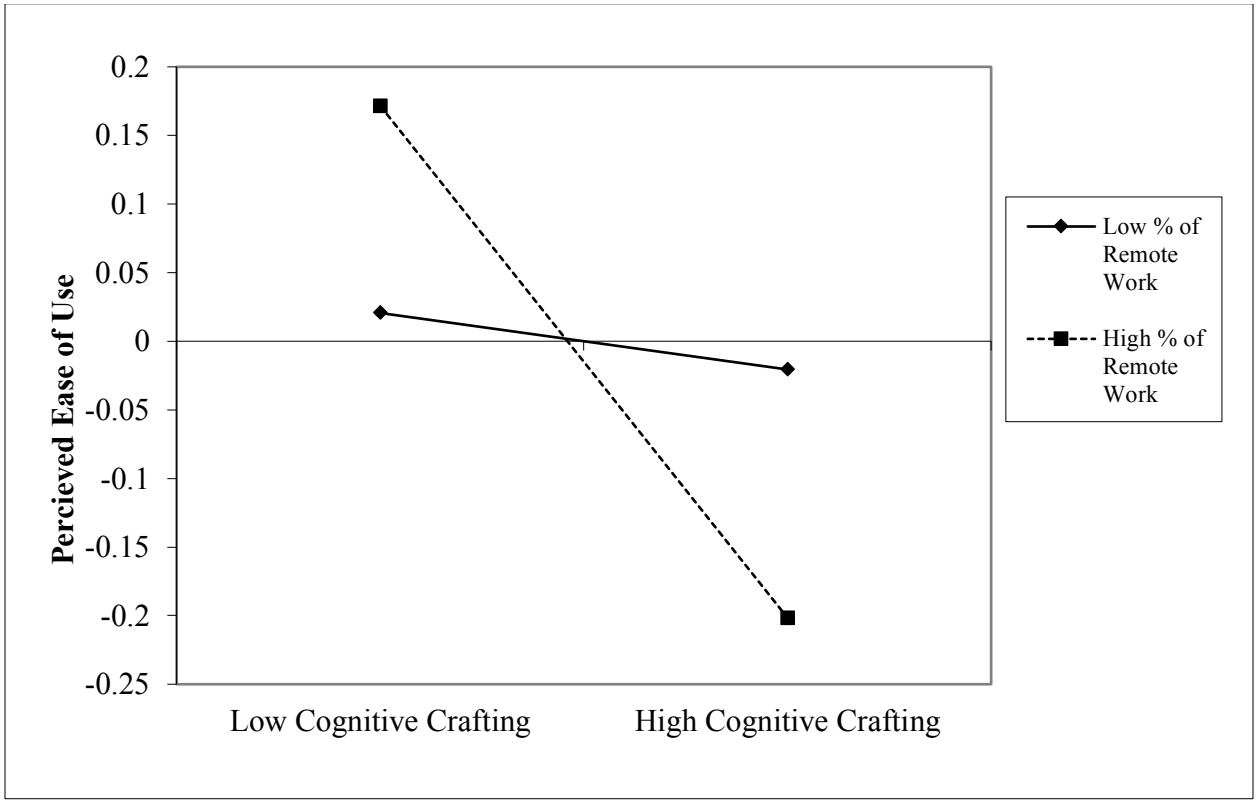
Figure 1. Conceptual Model



Source(s): Author's own creation/work

Figure 2.

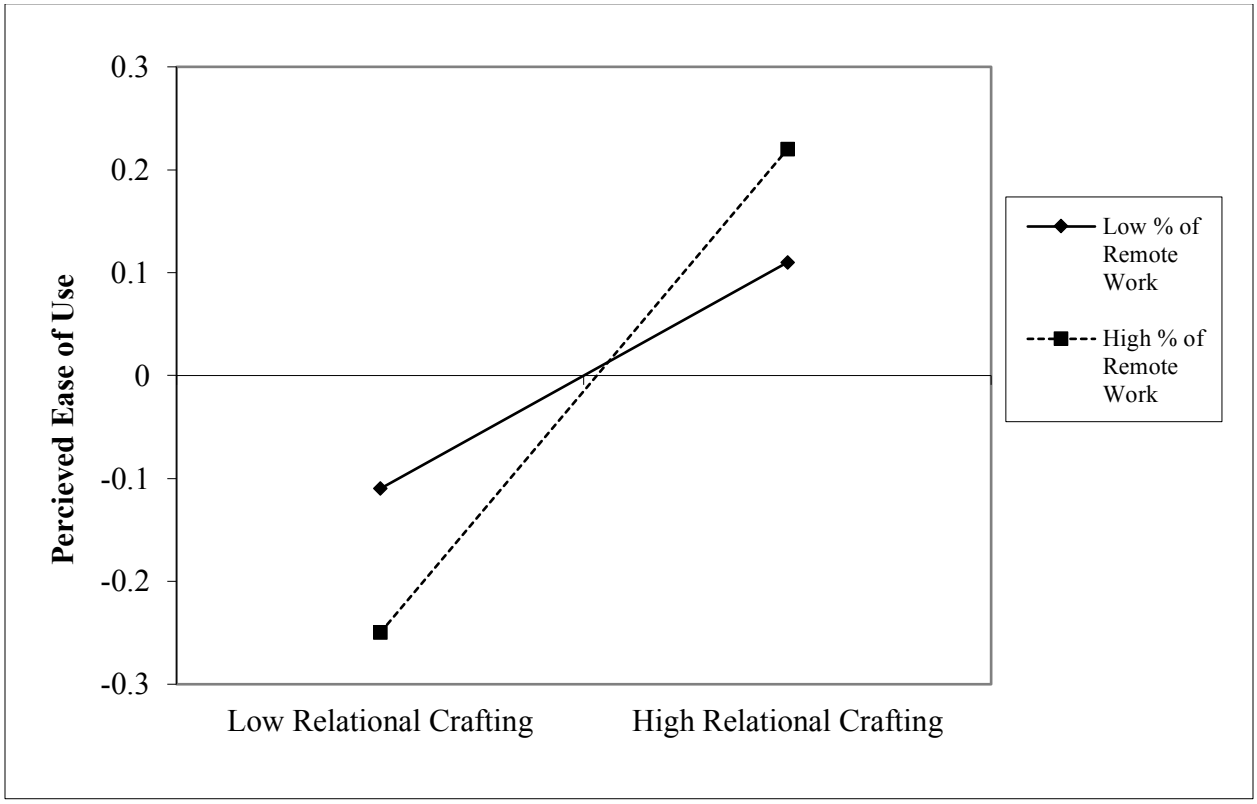
Simple Slopes of the interaction of cognitive job crafting and the % of RW on perceived ease of use



Source(s): Author's own creation/work

Figure 3.

Simple Slopes of the interaction of cognitive job crafting and the % of RWon perceived ease of use



Source(s): Author's own creation/work