

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Visible From Afar:
Remote Employees' Collaboration Responsiveness to
Managerial Requests
By



Prof. Hui Liao
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Date : 13 Aug 2026 (Thu)
Time : 10:30 am – 12 noon
Venue : M802, PolyU

Abstract

As remote work has become a persistent feature of contemporary work, critical questions arise about how it reshapes employee–manager collaboration. Drawing on signaling theory and integrating research on workplace anxiety and interpersonal trust, this research examines why remote employees become more responsive to managers' collaboration requests and how managers interpret responsiveness as a signal. Evidence from a natural experiment involving 1.76 million collaboration records, an employee survey, two pre-registered vignette experiments, and a pre-registered behavioral experiment shows that remote work heightens invisibility anxiety and that responsiveness increases managers' trust and willingness to provide career-enhancing opportunities.

Prof. Hui Liao is the Long Jiang Endowed Chair in Business at the Robert H. Smith School of Business, University of Maryland. Her research examines leadership, employee proactivity, workplace relationships, and the future of work. She has published extensively in leading management journals, has served as Associate Editor for three top journals, and is a Fellow of both the *Academy of Management* and the *American Psychological Association*. She has received multiple scholarly achievement and best paper awards, and has been recognized among the world's top 2% most-cited scholars and among the top 100 most prolific business and economics scholars globally.

All interested are welcome.



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