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How *Work from Anywhere* Affects Employee Productivity: A Case Study on Gojek Company from the Perspective of Human Resource Management in the Post-Pandemic Digital Era

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A R T I C L E I N F O

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A B S T R A C T

The COVID-19 pandemic has forced many organizational actors to adopt a flexible work system to maintain the continuity of their activities, one of which is the Work From Anywhere (WFA) system. Gojek, a company engaged in the technology sector, is one of the pioneers who implemented this policy. The purpose of this study is to examine the effect of implementing the WFA policy on employee productivity at Gojek from the perspective of human resource management (HR) in the post-pandemic digital era. The literature study method is used by reviewing literature sources such as national and international scientific journals, scientific articles and secondary data sources related to WFA policy practices in Gojek. The findings of this study indicate that WFA has an impact on increasing employee productivity through work flexibility, work effectiveness, and time efficiency. However, the success of its implementation depends a lot on HR management policies, such as aspects of communication, training and work welfare. Challenges such as decreased social interaction, work stress and work control in a digital work environment are things that need to be managed by adaptive management policies. This study concludes that the success of WFA is not only determined by the technology, but also by HR management strategies that are able to balance flexibility with performance accountability.

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INTRODUCTION

The COVID-19 pandemic is a global health problem that impacts not only the health system but also more broadly triggers economic disruption. Data from the Ministry of Manpower (Kemnaker) as of April 7, 2020 recorded 39,977 formal sector companies laying off or laying off their workers, the service sector was reported to be the most affected by it. This situation is explained by Nuniek (2020), that many company activities are hampered or paralyzed, reducing employee productivity in various industries. Gojek is an Indonesian technology company that provides *online-based* delivery services. This company cannot avoid the negative impact of the pandemic, like other companies in general, employees of the Gojek company have experienced the impact of decreased productivity due to the pandemic.

Social distancing policies and the implementation of health protocols imposed by the government are major challenges for many companies in Indonesia. In an effort to maintain operational continuity, many companies have begun to implement remote work systems. Starting from *Work From Home* (WFH) which instructs employees to work from home, to *Work From Anywhere* (WFA) which is more flexible, employees can work anywhere as long as they are connected *online*. Since mid-March 2020, Gojek has implemented a work from home policy until it was expanded to a *Work From Anywhere* (WFA) policy. According to Kevin Aluwi, *Co-Founder of* Gojek, the policy was taken to maintain the safety of the ecosystem while understanding that employee anxiety in times of uncertainty can reduce productivity (Gojek, 2020). Riatmaja et al. (2024) explained that WFA is a strategic alternative for technology companies to maintain performance in the post-pandemic digital era. However, this significant change in the way of working has various impacts on employee productivity as well as their psychological well-being (Chmeis & Zeine, 2024; Marcheline & Adiati, 2021). Previous studies revealed that remote work productivity is influenced by technological support, independence, and time management (Purwanto, 2020). Comparative research related to WFA and employee productivity, especially in the Indonesian technology sector, is still limited, leaving a *research gap* regarding the effectiveness of WFA on employee productivity.

The phenomenon that began with the COVID-19 pandemic requires various sectors to adapt in organizational management, which has led to the emergence of obstacles for employees in maintaining their productivity at work employees in maintaining their productivity at work. The change in the work system from conventional (office work) to the WFA system, and its relationship with employee productivity, encouraged the author to explore and review information from various related literature and sources for research. This background became the basis for the author to formulate the main problem in this study, which then aims to answer the following three questions:

1. To what extent does the *Work From Anywhere* policy affect employee productivity in general according to the literature?
2. How is the *Work From Anywhere* policy implemented in Gojek company?

3. How is the productivity of Gojek employees from the perspective of human resource management (HRM)?

This research aims to help identify and provide an understanding of the impact of implementing a remote work system (WFA) policy on employee productivity in the post- pandemic digital era.

LITERATURE REVIEW

To analyze the influence of the Work From Anywhere (WFA) model on employee productivity from a Human Resource Management (HRM) perspective, several foundational theories are applied:

Self-Determination Theory (SDT)

According to Deci and Ryan (2000), human motivation and performance are driven by three basic psychological needs: autonomy, competence, and relatedness. In the context of WFA, providing employees with the flexibility to choose their work environment enhances intrinsic motivation and individual autonomy, which in turn leads to higher productivity levels.

Job Demands-Resources (JD-R) Model

Bakker and Demerouti (2007) argue that employee well-being and performance depend on the balance between job demands (e.g., workload, digital fatigue, home-work interface stress) and job resources (e.g., job autonomy, social support, clear communication tools). Within a WFA arrangement, HR policies must ensure adequate job resources to prevent burnout and sustain high productivity.

Social Exchange Theory (SET)

Blau (1964) posits that organizational relationships are based on reciprocal social exchanges. When an organization grants high flexibility and trust—such as through a WFA policy—employees respond with positive attitudes, stronger organizational commitment, and higher work performance.

Border Theory / Boundary Theory

Clark (2000) explains that individuals navigate and manage boundaries between work and personal life domains to achieve balance. WFA blurs physical and temporal borders, making active HR intervention necessary to assist employees in managing work-life balance and preventing role conflict.

Technology Acceptance Model (TAM)

Davis (1989) emphasizes that the successful adoption of new technologies depends on their perceived usefulness and perceived ease of use. In a WFA setup, productivity hinges on HR's ability to provide intuitive digital collaboration tools and adequate infrastructure training to reduce friction in virtual teamwork.

METHODS

The author uses a qualitative approach with a literature study method for this research. This method is carried out by collecting and analyzing scientific sources that discuss the remote work system and its relation to employee productivity. This approach was chosen because it allows in-depth analysis based on various relevant and reliable secondary sources. The scientific sources traced were limited to the last ten years (2015- 2025) in the form of reputable national and international journals, scientific books, institutional reports, official company articles, and other relevant publications. The literature selection process was considered based on aspects of relevance, credibility, and currency of information to support the discussion of the topic.

The literature study began with a review stage of previous research that examined remote work systems and their relationship with employee productivity, especially those set during and after the COVID-19 pandemic. Furthermore, the data is critically analyzed to draw conclusions that are in line with the problem formulation and research objectives. The case study on the WFA policy and its effect on employee productivity in Gojek uses secondary data from the Glassdoor platform, Compararator, and Google Analytics. data from the *Glassdoor, Comparably, and Blind platforms*. These platforms are public review media with *user-generated content*, so the information presented is subjective and anonymous. Nevertheless, this data is considered relevant to understand the general perception of employees towards the *Work From Anywhere* policy at Gojek company.

The purpose of reviewing these sources of information is to provide a deep theoretical and practical understanding of the effect of remote work on productivity, especially in the context of modern organizations/companies such as Gojek.

RESULTS AND DISCUSSION

1. *Work From Anywhere*

Policy and Its Impact on Employee Productivity in General Environmental and social factors in big cities have driven the emergence of *remote working* practices, which are the basis of *Work From Anywhere.* According to Wahono et al., (2025) urban problems such as traffic jams, high energy costs and other social problems encourage the idea of developing a more flexible remote work system, as an alternative to the usual office-based work system. As time goes by, remote work models such as *Work From Anywhere* (WFA) are growing in popularity in modern organizations including in Indonesia, especially triggered by circumstances that require an adaptive attitude by circumstances that require an adaptive attitude due to the COVID-19 pandemic and its aftermath. The WFA work model provides location and time flexibility that is believed to improve work-life balance and employee productivity (Choudhury et al., 2021; Wolor et al., 2021). In this work system model, employees are allowed to determine the place/location of work without being tied to the head office, thus encouraging work-life balance and increasing work autonomy for employees.

The study presented by Choudhury et al. (2021) shows that the WFA work system statistically increases the level of employee productivity by 4.4% compared to the *work from home* (WFH) system, provided that the implementation of the performance management system is adaptive and measurable. The study by Bloom et al. (2015) reinforces this study, in a study of a company in China, it was found that employees who worked remotely increased their productivity by 13% and reduced the number of resignations. The findings provide information that work flexibility contributes positively to individual efficiency and *work-life balance*. In Indonesia, a study by Saputra and Hadi (2024) found that remote work significantly increased efficiency in the way employees work, mainly due to reduced travel time to the workplace and flexibility in time management. Work systems that implement mixed or *hybrid* work policies, i.e., both office and remote work, have other benefits, as Gao, Han, and Zhu (2024) found that the implementation of *hybrid* work systems, which combine remote and face-to-face work (from the office), can reduce employee resignation rates by up to 33% and has no negative impact on employee work performance. This indicates that workplace flexibility can maintain employee loyalty while maintaining company effectiveness.

Various scientific studies have found that WFA has a positive impact on employee productivity as long as there is clarity of roles and work objectives, communication between teams is well facilitated, and employee welfare is well taken care of by HR management. Without attention to these aspects, WFA will potentially lead to burnout, unclear team direction, and risk reducing productivity due to weak coordination. According to George et al. (2021) and Wells et al. (2023), *remote working* can have a positive impact on work-life balance and mental health if implemented well, but it can also increase the risk of social isolation and stress if there is no adequate support. At the national level, research by Faizur et al. (2023) and Prihasnowo & Anggarini (2023) suggest that the implementation of WFA has the potential to improve performance, but requires careful management so as not to negatively impact individual motivation and responsibility.

The challenges are characterized by decreased work engagement, stress due to reduced social interaction, and difficulties in performance monitoring. This is in accordance with Petitta and Ghezzi's research (2025) that the main challenges arise from inter-team communication issues, potential coordination gaps, and increased demand for psychological support and online *soft skills* development. The role of HR management is critical to overcoming these challenges. Managers at the middle and upper levels have a very important position in determining the continuity of daily company activities including creating job satisfaction in employees (Taufiqurokhman et al., 2025).

The findings of Neeley (2021) reveal that the success of a remote work system or WFA is largely determined by the contribution of HR management in providing access to effective digital communication systems, online training programs, and policies to improve work welfare in the form of flexible working hours and mental health support. This is in line with what was stated by Chmeis and Zeine (2024), that HR management must be a real change agent, not just an

administrative manager, especially during the shift from conventional work systems to digital work systems.

2. *Implementation of Work From Anywhere Policy at Gojek Company.*

Gojek is one of the leading technology companies in Indonesia that has implemented a remote work system policy or *Work From Anywhere* starting from the pandemic or more precisely from mid-March 2020. Reporting from the company's official article, Gojek *Tech* Blog (2020), the company implements a flexibility-based work system policy through a *Work From Anywhere* approach that prioritizes trust and autonomy, and is supported by digital infrastructure readiness such as online collaboration *platforms*, virtual-based training, and *Objectives and Key Results (*OKR*)* based evaluation system. Gojek management has also implemented various innovations such as virtual training, routine online *check-in* systems, and *remote* employee *well-being* programs. These programs are an important component in efforts to maintain employee productivity while fostering *engagement* in a sedentary work system from the office. In line with Wirawan's (2015) statement, the company's adaptation to changes in the work environment requires a proactive HR management strategy, including in terms of flexible and technology-based work system innovation. This is reflected in Gojek's efforts to meet the needs of digital infrastructure that supports employee collaboration and productivity stability. Kompas Tekno (2021) notes that Gojek company also implements online welfare programs, counseling, and training to maintain work motivation and mental health during the WFA period, employees are expected to be more independent, have better time control rights, and show increased productivity as a team.

3. *Gojek Employee Productivity from an HR Management Perspective*

The implementation of the *Work From Anywhere* (WFA) system policy in Gojek during the pandemic and the period after is one of the human resource management (HR) strategies that are responsive to the demands for alternative digital work environments. From the perspective of HR management theory, *Work From Anywhere* affects several key areas of productivity, namely work motivation, *work-life balance*, and actual performance. To further understand the impact of WFA implementation on Gojek, a review of secondary employee experience-based data available on professional *platforms* such as *Glassdoor, Comparably, and Blind* was conducted. The three *platforms* provide *insights* from the internal side that are rarely included in official company reports. The data is reviewed and summarized as follows:

a) *Data from Glassdoor*

Found a total of 1,702 reviews related to Gojek, including 32 reviews that discuss *Remote-Work* (1 review did not meet the criteria). because they were written before March 2020, so 31 reviews were selected) and 178 reviews on *Work-Life Balance* (16 of which did not qualify because they were written before mid-March 2020, so only 162 reviews were selected). Of the 31 reviews written, most stated that they were very happy and appreciated the *remote work* policy, also characterized by positive reviews such as time flexibility, freedom in

adjusting a comfortable place to work and avoiding traffic. A small number of them regretted that in the post-pandemic timeframe (since 2023 to be precise), the *remote-work* policy has changed to only two days a week. Meanwhile, reviews about *work-life balance*, which totaled 162 reviews, contained more appreciation and were considered positive because there was flexibility regarding working hours, both when working remotely and working in the office, as well as supportive coworkers were positive points from these reviews.

Glassdoor gives Gojek an average score of 4.0 out of 5, with 75% of employees recommending the company. In line with the summary of the reviews above, one of the most frequently rated aspects is work flexibility and a work culture that supports *work-life balance*, two important indicators in the success of WFA policies on employee productivity. However, some employees leave reviews criticizing management's lack of clear direction and internal political dynamics that risk disrupting coordination in a remote work environment.

b) *Data from Comparably*

Findings from the *Comparably platform* are 318 ratings about Gojek, of which 56 employees as respondents. On the sub-topic regarding *Return to Office,* asked "What is the latest policy applied to you, return to the office or *remote* work?", 34% of respondents stated that it was flexible at the employee's choice, 33% stated *hybrid* (3-4 days in the office), and 33% *were fully remote*.

Comparably summarized and rated Gojek's work culture with an A-, then scored B+ for *work-life* balance, and A+ for work environment. This indicates that the implementation of the WFA policy in Gojek company is not just a formality, but it is balanced with efforts to support employee welfare. From an HR management perspective, this reinforces the finding that productivity is not only determined by structural policy control, but also influenced by autonomy and psychological support.

c) *Data from Blind*

Slightly different from the previous two platforms, there are only 37 reviews about Gojek on the *Blind platform* sourced from Gojek employees and former employees. There were 18 reviews that appreciated the *work-life balance* policy, with an average *rating of* 4.1 out of 5.

The summary of reviews on the *Blind platform* displays a more honest and sometimes critical view. Many of the users review that Gojek provides good work flexibility and has a strong *engineering* culture. However, there are also reviews with comments that allude to the lack of transparency in the strategic decision- making process, as well as technical challenges in implementing digital policies such as internal system migration.

4. *Integrated Analysis*

Overall, the summary of reviews from the secondary data shows that the implementation of the WFA policy at Gojek company contributes positively to employee productivity, especially in the aspects of work flexibility, work-life balance, and job satisfaction. Based on the practices implemented, Gojek stated that there was no decrease in employee productivity. Instead, flexibility supports increased focus and performance. This is in line with the findings of Safri et al. (2023) who found that remote work policies have a positive impact by increasing motivation and productivity because employees benefit from time flexibility, greater autonomy, and *work-life balance*. However, in the long-term implementation, the effectiveness of WFA remains relies on clarity of direction and the active role of company management and internal communication, two important elements of modern HR management. Russo et al. (2021) found that corporate management policies that increase employee autonomy, social relationships, and psychological and career support significantly influence increased satisfaction and productivity in the context of remote work. This finding is also supported by Fahlevi et al. (2023), who stated that competency-based performance management systems and continuous evaluation have been shown to increase employee motivation and performance in flexible environments.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The remote work policy or *Work From Anywhere* (WFA) is a strategic response to the dynamics of the world of work in the post-pandemic digital era. WFA improves employee productivity through increased time efficiency, work flexibility, and work-life balance. Challenges such as decreased social interaction, communication gaps, and psychosocial needs are common issues in the implementation of remote work systems. The role of HR management is crucial to overcome these challenges, such as fulfilling the availability of effective digital communication systems, online training programs, and mentoring or counseling support. WFA has a big role in increasing employee productivity if its implementation is carried out with good collaboration from various related parties. Gojek is an example of a company that is relatively successful in adopting WFA as an adaptive strategy in the post-pandemic digital era. The implementation of WFA supported by good infrastructure and management policies is appreciated by employees because it is considered to have a positive impact on work productivity.

Suggestions

Here are some suggestions for improving the *Work From Anywhere* (WFA) policy:

a) Management to periodically remind employees of the company's mission and goals in a transparent manner, especially in the context of digital work.
b) Reduce the impact of internal politics, handling employee complaints or grievances (anonymously) to discuss and find solutions together.
c) Communicating regularly with employees who work remotely, providing a space for discussion and getting *feedback* to improve the quality of WFA.

d) Encourage and create a comfortable working environment to maintain the mental health and psychology of employees.

Hopefully this suggestion can be taken into consideration in the process of improving remote work system policies in the future, both for Gojek company and HR management in other companies.

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