THE EFFECT OF REMOTE WORK ON EMPLOYEE PERFORMANCE FOR COMPANIES IN GREATER JAKARTA AREA

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Keywords	ABSTRACT
remote productivity, hybrid collaboration, work-life boundaries, qualitative study, organizational support	Remote work has emerged as a significant trend that redefines traditional work arrangements. This study aims to investigate whether these concerns are justified by actual productivity differences or if they stem from a placebo effect, ultimately seeking evidence-based insights to inform workplace practices and evaluate the impact of remote work on employee productivity in the Greater Jakarta Area. The study employed a qualitative design with a case study approach to explore employee perceptions, attitudes, and experiences regarding remote work, focusing on how different types of tasks perform in remote versus in-office settings. The analysis aimed to highlight factors that influence productivity in a work-from-home (WFH) context, enhancing the understanding of employee performance variability. The findings reveal that task types significantly affect productivity in remote work settings. Based on the findings, several practical recommendations are proposed for companies, including JAR, to enhance their remote work environments: enhanced communication tools, clear work-life boundaries, robust organizational support systems, and opportunities for social interaction.

INTRODUCTION

The rise of digital technology and the internet has transformed the modern workplace, with remote work—also known as telework, telecommuting, or Work from Home (WFH)—emerging as a significant trend that redefines traditional work arrangements. This practice involves employees working from locations outside the office while using digital communication tools to connect with colleagues and employers. The adoption of remote work has steadily increased globally over the past decade, driven by advancements in communication technology, changing employee preferences for flexibility, and efforts to reduce operating costs. The COVID-19 pandemic in 2020 acted as a catalyst for widespread remote work adoption, as organizations faced lockdowns and social distancing measures that forced a rapid shift to this model to ensure business continuity. This involuntary transition challenged long-held beliefs about the necessity of physical presence for productivity and collaboration, leading to mixed research findings on its impacts (Bloom et al., 2015; Davenport & Pearlson, 2021). In Indonesia, a rapidly developing nation, remote work has gained traction, especially in the Greater Jakarta Area, where internet penetration and digital technology adoption have surged. Factors such as urbanization and traffic congestion have made remote work appealing, offering reduced commuting times and improved work-life balance. The pandemic led many Indonesian companies to adopt remote work, with a study by the Ministry of Cooperatives and Labor (2022) revealing a 70% increase in teleworking during COVID-19 and that 75% of workers wish to continue teleworking in the future.

PT Jaya Andal Rancang, also known as Just About Right (JAR), is a market and product research company located in the Greater Jakarta Area, established in 2020. With a team of five full-time

employees, including the CEO, JAR specializes in qualitative research aimed at uncovering the underlying reasons behind consumer behaviors to inspire innovative solutions. The company offers services such as market penetration, experience improvement, and service transformation, employing methodologies like in-depth interviews and focus group discussions. JAR has catered to a diverse array of clients across various industries, including finance, IT, tourism, and more, demonstrating its adaptability in delivering tailored insights that drive innovation and strategic decision-making.

Currently, JAR operates under a full-time remote work policy, a decision made during the COVID-19 pandemic to ensure employee safety and reduce costs associated with office space. As the situation normalizes, management is reassessing this policy, particularly concerning tasks that may benefit from face-to-face collaboration, such as brainstorming. While remote work has been associated with cost savings and enhanced employee satisfaction, some team members, including the CEO, question its effectiveness for creative collaboration. This study aims to investigate whether these concerns are justified by actual productivity differences or if they stem from a placebo effect, ultimately seeking evidence-based insights to inform workplace practices and evaluate the impact of remote work on employee performance.

The stakeholders involved in defining the problem of remote work include the client, the problem owner, and the problem solver. The client is the company that has implemented remote work and seeks to understand its impact on employee performance. The problem owner is the employee, who is concerned about how telework affects their productivity, work-life balance, and job satisfaction. The researcher acts as the problem solver, aiming to investigate these effects and provide insights to help companies manage their workforce in a remote environment. Other stakeholders may include similar companies facing the same challenges, as well as government entities that could influence policies affecting remote work and urban planning, particularly in congested areas like Jakarta.

The research aims to address several questions regarding the effects of remote work on employee productivity in the Greater Jakarta area, particularly focusing on how different types of tasks perform in remote versus in-office settings. Objectives include evaluating the impact of remote work on productivity, analyzing variations based on task types, and exploring how individual differences among workers influence productivity in a work-from-home (WFH) context. The study is limited to employees in the Greater Jakarta area across various industries, relying on a small number of interviews, which may not fully represent the broader workforce. Additionally, the subjective nature of productivity perceptions may affect the findings, and the results may not be generalizable to other regions due to cultural and organizational differences. Ultimately, the study will culminate in a recommendation plan based on its findings.

The research makes several contributions to the understanding of remote work and employee productivity, particularly in the Greater Jakarta area. Firstly, it provides insights into how different task types perform in remote versus in-office settings, offering a nuanced analysis that can inform management practices. Secondly, by examining individual differences among workers, the study highlights factors that influence productivity in a work-from-home context, enhancing the understanding of employee performance variability. Additionally, the research addresses specific challenges faced by employees in the Greater Jakarta area, contributing localized knowledge that can guide organizations in implementing effective remote work strategies. Despite its limitations, such as a small sample size and the subjective nature of productivity perceptions, the findings will lead to a recommendation plan that can serve as a practical resource for companies navigating the complexities of remote work arrangements. This study thus fills a critical gap by linking task types and individual characteristics to productivity outcomes in the context of remote work, providing a foundation for further research in diverse settings.

METHODS

This chapter outlines the research methodology used to investigate the effects of remote work on employee performance in companies located in the Greater Jakarta Area. The study employed a qualitative design with a case study approach to explore employee perceptions, attitudes, and experiences regarding remote work. This approach was chosen to capture the depth of subjective experiences and social dynamics that quantitative methods might not adequately reflect. In-depth interviews (IDIs) served as the primary data collection method, allowing for detailed insights into the complex issue of remote work's impact on performance.

The data collection involved conducting IDIs with a carefully selected sample of 5 to 8 respondents from various industries, ensuring diverse representation of job roles and experiences with remote work. Eligible respondents were employees based in the Greater Jakarta Area with at least six months of remote work experience. This method effectively elicited nuanced perspectives, though it had limitations, such as potential bias in self-reported data and challenges in generalizing findings across all companies or sectors. To address these issues, the researcher planned to triangulate data by gathering insights from multiple respondents with varying backgrounds.

After completing data collection, the qualitative data from the IDIs was analyzed using content analysis. This process involved transcribing interviews to ensure accuracy, coding the data to identify themes related to the research questions, and developing broader themes from these codes. The final interpretation synthesized the findings with the theoretical framework established earlier in the study, focusing on how remote work influenced aspects like productivity and communication. The analysis aimed to highlight key areas for optimizing remote work strategies based on participant feedback, ultimately providing actionable insights for companies navigating the transition to remote work.

RESULTS
Analysis
Initial Coding

The initial coding phase is a critical foundational stage in the data analysis process, where interview transcripts are carefully examined to identify and capture meaningful data points. This phase involves breaking down the text into descriptive codes that accurately reflect participants' statements and experiences, following Charmaz's (2014) principles of grounded theory. The aim is to remain open and inclusive, capturing a wide range of perspectives without imposing preconceived categories. By closely reading the data and coding each sentence or segment in a detailed manner, this process ensures that no detail is overlooked and facilitates the emergence of patterns that may inform later stages of analysis.

Table 1. Example of initial coding

Quote	Source	Initial Code
"*Kalau kerja di rumah itu lebih nyaman aja buat personal orang yang butuh time to recharge.*"	IDI 3	Work Preference for Remote Work Due to Personal Recharging Time
"*Kalau di rumah, kadang saya ada anak kecil, terus berisik gitu ya*"	IDI 5	Home Environment Challenges Due to Family Noise
"*Biasanya pagi-pagi itu saya nge-list...udah ada listnya, biasanya tinggal ngikutin aja list yang udah saya pilih.*"	IDI 5	Use of Task Lists for Daily Planning in Remote Work
"*Gua commute kurang lebih bisa satu jam lah. Pulang pergi.*"	IDI 6	Time Saved by Avoiding Commute in Remote Work
"*Kalau buat kegiatan yang analisis data atau semacamnya emang lebih enak itu WFH karena nggak terlalu banyak distraction.*"	IDI 7	Preference for Remote Work Due to Reduced Distractions for Analytical Tasks

Table 1 shows various quotes from different interviews and how it is coded. These examples demonstrate how initial coding focuses on capturing the explicit meaning conveyed by the respondents without yet making assumptions or drawing broader conclusions. Each segment is coded in a way that reflects the respondent's perspective as accurately as possible.

The initial coding stage generated a large number of codes, reflecting a wide range of experiences related to remote work. Every meaningful aspect of the data was coded, from individual challenges and preferences to organizational policies and environmental factors. This comprehensive approach ensures that all relevant data points are included in subsequent stages of analysis.

Focused Coding

The focused coding phase follows initial coding and is a crucial step in qualitative data analysis, refining and organizing initial codes to identify recurring patterns, categories, and relationships within the data. While initial coding captures the breadth of data through detailed descriptive codes, focused coding condenses these into more coherent categories, facilitating theme development. This second-

cycle coding process prioritizes the most significant and frequently occurring codes, allowing researchers to manage the analysis while retaining the richness of the data. During this stage, codes are systematically compared to identify commonalities and differences, enabling the synthesis of larger segments of data into interpretive insights. In this study, the initial codes from seven interviews were grouped to uncover key patterns, examining the frequency and relevance of codes to consolidate similar concepts while reviewing unique codes for their broader contributions.

Table 2. Focused code and related initial code

Focused Code	Related Initial Code
Flexibility and Autonomy in Remote Work	"Flexible Time Management During Remote Work"
	"Ability to Multitask Personal and Professional Tasks Remotely"
	"Use of Task Lists for Daily Planning in Remote Work"
	"Flexibility to Cook Lunch During Workday"
	"Flexibility for Solo Work in Remote Settings vs. Interaction Challenges"
Task-Specific Productivity Factors	"Preference for Remote Work Due to Reduced Distractions for Analytical Tasks"
	"Perceived Higher Productivity in Office Setting"
	"Preference for Working at Home for Focused Tasks"
	"Perceived Productivity Gains from In-Person Brainstorming and Interaction"
Challenges in Remote Communication and Collaboration	"Reduced Engagement During Virtual Meetings"
	"Challenges with Immediate Feedback During Remote Work"
	"Delayed Communication and Feedback in Remote Work"
	"Preference for Face-to-Face Collaboration"
	"Perceived Decrease in Quality of Online Discussions"
Impact on Work-Life Balance	"Blurring of Work-Life Boundaries Regardless of Work Arrangement"
	"Improved Work-Life Balance Due to Reduced Commuting"
	"Flexibility in Managing Breaks at Home"
	"Challenges of Boundary Blurring"
	"Difficulty Balancing Work with Young Children at Home"
Organizational Support and Resources	"Organizational Support Through Data Allowances"
	"Provision of Tools and Logistical Support"
	"Lack of Organizational Support for Home Office Supplies"
	"Organizational Support Through Ergonomic Furniture Programs"
	"Use of Standard Digital Tools for Remote Communication and Analysis"
Social Interaction and Team Dynamics	"Need for Proximity in Team Collaboration"
	"Reduced Social Interaction Impacting Work Engagement"
	"Challenges with Isolation for Extroverted Individuals in Remote Work"
	"Hybrid and Offline Team Engagement Events"
	"Social Interaction and Reduced Isolation in In-Person Settings"
	"Preference for Collaborative Working Environment"

Focused Code	Related Initial Code
Role-Based Differences in Work Preferences	"Work Preference for Remote Work Due to Personal Recharging Time"
	"Increased Emphasis on Team Collaboration in Senior Role"
	"Job Role Influencing Work-Life Balance and Remote Productivity"

Table 2 presents the refined focused codes developed from the initial coding phase. Each focused code consolidates related initial codes, providing a more structured understanding of the data's central patterns.

Focused coding provided a clear framework for understanding how different aspects of remote work are perceived and experienced by employees. For example, codes related to "Flexibility and Autonomy in Remote Work" emphasize the ways in which remote work allows employees to manage their tasks and schedules more effectively, while codes related to "Challenges in Remote Communication and Collaboration" highlight the difficulties associated with maintaining effective communication outside a traditional office environment. This process laid the groundwork for the development of themes, which will be explored in the next section.

The refinement and categorization of initial codes into focused codes ensure that key insights are captured comprehensively while maintaining the richness and diversity of participants' experiences. This stage helps clarify relationships between different aspects of remote work, facilitating a deeper analysis and interpretation of the data.

Theme Development

Theme development represents the final stage of the data analysis process, synthesizing focused codes into broader themes that capture key patterns and insights from the data. This step transforms detailed codes into meaningful themes that directly address the study's research questions and objectives, providing a structured understanding of the data. The process involved identifying connections among focused codes, allowing themes to emerge that reflect the complexities of remote work experiences. These themes capture significant aspects of the data and reveal patterned meanings across the dataset (Braun & Clarke, 2006). In this study, five primary themes were derived from the focused codes, each offering a nuanced understanding of how remote work impacts employees' productivity, communication, work-life balance, and overall work experiences.

Table 3. Themes derived from focused codes

Theme	Description	Key Insights
Flexibility and Autonomy in Remote Work	Explores how remote work offers employees greater control over their tasks, schedules, and work environments, enhancing productivity for individual-focused tasks.	Participants emphasized flexibility in daily planning, task prioritization, and minimized distractions for analytical work.
Communication and Collaboration Challenges	Examines difficulties in maintaining effective communication and collaboration in remote settings compared to in-person interactions.	Issues include reduced engagement in virtual meetings, delayed feedback, and preference for face-to-face collaboration for complex tasks.
Impact on Work-Life Balance	Highlights the dual impact of remote work on employees' work-life balance, including benefits like reduced commuting and challenges like blurred boundaries.	Flexibility allows for more family time, but many struggle with separating work from personal life, leading to potential overwork.
Organizational Support and Resources	Focuses on the role of organizational support, such as tools, data allowances, and trust, in enhancing the remote work experience and maintaining productivity.	Respondents noted the importance of communication tools, ergonomic support, and management trust in enabling effective remote work.

Social Interaction and Team Dynamics	Explores the impact of remote work on social connections and team cohesion, highlighting the need for meaningful interaction and collaboration.	Feelings of isolation were reported, with hybrid events and in-person interactions valued for maintaining social and professional connections.

1) Flexibility and Autonomy in Remote Work: This theme emphasizes how remote work enables employees to exercise greater flexibility and control over their schedules and tasks. Respondents described how this autonomy allows for more effective daily planning, reduced distractions for certain tasks, and greater alignment between work and personal responsibilities. For example, one participant shared their ability to structure their day by creating task lists, reflecting how remote work can enhance productivity through individualized management.

2) Communication and Collaboration Challenges: The challenges associated with remote communication and collaboration emerged as a significant theme. Participants frequently reported difficulties in maintaining engagement during virtual meetings, experiencing delays in receiving feedback, and struggling to collaborate effectively compared to in-person settings. This theme underscores the need for improved communication strategies and tools to foster collaboration in remote work environments.

3) Impact on Work-Life Balance: The dual impact of remote work on work-life balance was a common theme among participants. While many appreciated the flexibility that remote work provides—such as reduced commuting time and increased family interaction—others highlighted challenges, including blurred boundaries between work and personal life. One respondent noted the tendency to continue working late into the evening, illustrating the difficulty of maintaining distinct boundaries.

4) Organizational Support and Resources: This theme captures the importance of organizational support systems, tools, and resources in enabling effective remote work. Respondents highlighted the value of data allowances, ergonomic support, and effective communication tools provided by their organizations. The role of management trust and communication mechanisms also emerged as critical for maintaining motivation and productivity in remote settings.

5) Social Interaction and Team Dynamics: Remote work significantly impacts social interaction and team dynamics, with many participants expressing feelings of isolation and reduced engagement. Hybrid engagement events and opportunities for in-person interactions were seen as essential for maintaining team cohesion and fostering meaningful connections. This theme emphasizes the importance of balancing remote and in-person work to support social connectivity and collaboration.

Analysis of Remote Work Impact on Productivity and Task Efficiency

Remote work has introduced significant changes to how employees in the Greater Jakarta area approach their tasks, manage their schedules, and collaborate with their teams. These changes reveal a dual nature: remote work fosters flexibility and individual productivity, especially for focused tasks, but poses challenges for collaboration, work-life balance, team dynamics, and access to adequate organizational support. This section explores the positive and negative impacts of remote work on productivity and task efficiency based on the themes derived from the analysis.

Positive Impacts

Remote work offers several advantages that contribute positively to productivity and task efficiency:

1) Flexibility and Autonomy: Remote work enables employees to manage their schedules more effectively, prioritizing tasks based on their preferences and peak productivity hours. This autonomy contributes to enhanced time management and reduced stress associated with commuting. Some examples are as follows:
   a) "*Lebih enak kerja dari rumah karena lebih santai, nggak terlalu strict soal waktu.*" (IDI 1)
   b) "*WFH bikin saya lebih fleksibel atur waktu, kayak bisa istirahat kapan aja kalau kerjaan lagi nggak sibuk.*" (IDI 2)

Employees also noted that the time saved from commuting (often one to two hours daily) allows them to focus on work or personal responsibilities. "*Gua commute kurang lebih bisa satu jam lah. Pulang pergi.*" (IDI 6)

2) Improved Productivity for Analytical and Routine Tasks: Routine and individual-focused tasks are well-suited for remote work environments due to fewer interruptions. For example, participants noted that analytical tasks, such as preparing reports, are more efficient when performed remotely. One respondent remarked, "*Kalau buat kegiatan yang analisis data atau semacamnya emang lebih enak itu WFH karena nggak terlalu banyak distraction*" (IDI 7).

3) Enhanced Personal Time: Remote work's elimination of commuting has been transformative for many employees, saving one to two hours daily, which they use for personal or professional growth. One participant commented, "*Gue commute kurang lebih bisa satu jam lah. Pulang pergi*" (IDI 6), underscoring the time-saving benefits of working from home.

4) Support from Organizational Resources: Employees valued the tangible support provided by their organizations, such as data allowances and ergonomic tools, as well as access to premium software. For example, one respondent noted, "*Ada tunjangan pulsa/data internet*" (IDI 6), emphasizing the importance of connectivity support in maintaining productivity. Regular check-ins and trust from management also motivated employees, as illustrated by one participant: "*Enaknya, bos gue percaya gue buat manage waktu sendiri, tapi kalau ada masalah, dia cepat tanggap*" (IDI 5).

Negative Impacts

Despite its benefits, remote work also presents challenges that hinder productivity and efficiency.

1) Blurring of Work-Life Boundaries: The lack of physical separation between work and home environments leads to blurred boundaries, often resulting in overwork and reduced personal time. One participant remarked, "*Tapi batasan kerja dan hidup jadi blur, jadi kerja malam-malam juga kadang*" (IDI 7), illustrating how remote work can encroach on personal life. Another noted, "*Di rumah, batasan kerja dan waktu santai itu tipis banget, jadi sering kebawa kerja pas weekend*" (IDI 4).

2) Challenges in Collaborative and Strategic Tasks: Virtual collaboration, particularly for brainstorming and strategic discussions, is less effective compared to in-person interactions. Many respondents found virtual meetings disengaging and lacking the dynamism of physical discussions. For instance, one participant noted, "*Kalau untuk brainstorming lebih baik offline karena vibes-nya lebih dapet*" (IDI 4). Another explained, "*Diskusi strategi lebih lambat kalau nggak ketemu langsung, karena kita mesti tunggu orang selesai ngomong dulu*" (IDI 5).

3) Delays in Communication and Feedback: Remote environments often lead to slower feedback cycles and impede real-time communication, making it difficult to resolve issues quickly. As one participant stated, "*Feedback jadi kurang cepat karena komunikasi virtual itu nggak selalu real-time.*" (IDI 6). Another added, "*Sering harus tunggu lama buat revisi dari bos, karena mungkin dia lagi sibuk sama kerjaan lain pas WFH*" (IDI 2).

4) Isolation and Reduced Social Interaction: Remote work limits informal interactions, which are essential for fostering team cohesion and employee engagement. Some respondents expressed feelings of isolation, particularly extroverted individuals who value frequent in-person interaction. One participant shared, "*Saya kan extrovert ya...kalo ga ketemu orang seminggu tuh kayak nyari-nyari teman gitu*" (IDI 3). Another explained, "*Gue lebih suka kerja sama orang lain sih, kadang rasanya kesepian kalau cuma virtual*" (IDI 4).

5) Inadequate Organizational Support: While some employees appreciated the support provided, others noted gaps in both tangible and intangible support. For example, one respondent commented, "*Kadang ngerasa kurang alat buat kerja di rumah, kayak meja atau kursi yang nyaman*" (IDI 5), pointing to inefficiencies caused by a lack of ergonomic equipment. Similarly, inconsistent feedback and lack of direct engagement from management compounded these issues, as noted by another participant: "*Kadang nggak ada kejelasan dari atasan, jadi bingung harus prioritasin apa dulu*" (IDI 6).

A visual representation of how remote work can affect productivity and task efficiency can be seen in table 4 below.

Table 4. Positive and negative impacts of remote work

Aspect	Positive Impact	Negative Impact
Flexibility and Autonomy	Employees gain greater control over their schedules, improving time management and productivity. / Time saved from commuting allows for personal and professional benefits.	None identified under this aspect.
Individual and Routine Tasks	Remote work enhances productivity for focused tasks, such as data analysis and administrative work, due to fewer distractions.	None identified under this aspect.
Collaborative and Team-Based Tasks	Routine updates and simple collaboration work well with digital communication tools (like Discord, Teams)	Virtual meetings reduce engagement (compared to offline) and hinder dynamic discussions for tasks like brainstorming and strategic planning. / Delays in communication and feedback cycles slow down collaborative efforts.
Work-Life Balance	Eliminating commuting allows employees to spend more time with family or engage in personal activities. / Flexibility to integrate work and personal responsibilities.	Blurred boundaries between work and personal life lead to overwork and reduced mental recovery. / Lack of physical separation between work and home environments impacts well-being.
Organizational Support and Resources	Tangible resources (e.g., data allowances, ergonomic tools, premium software) enhance productivity. / Regular check-ins and managerial trust maintain motivation and autonomy.	Gaps in both tangible (e.g., ergonomic tools, software) and intangible (e.g., managerial trust, well-being check-ins) support reduce efficiency and engagement.
Social Interaction and Team Dynamics	Hybrid or in-person team events foster stronger team bonds and mitigate feelings of isolation.	Remote work reduces informal social interactions, negatively affecting team cohesion and engagement. / Feelings of isolation are particularly pronounced among extroverted employees.

Business Solution
Optimizing Remote Work Flexibility with Hybrid Work Models

The analysis revealed that while remote work provides employees with flexibility and autonomy, certain tasks, such as brainstorming and team meetings, are more effectively accomplished in a physical office setting. A hybrid work model, where employees split their time between remote work and in-office days, is recommended. This approach can ensure that collaborative and strategic tasks benefit from in-person interaction, while individual-focused tasks continue to thrive in the quieter remote environment. Research has shown that hybrid models can lead to increased employee satisfaction, reduced burnout, and improved organizational performance (Höcker et al., 2024; Naqshbandi et al., 2024; Racherla, 2020; Stasiła-Sieradzka et al., 2023).

To implement this solution, organizations should consider allocating one to two in-office days per week, specifically for tasks requiring teamwork and interaction. Employees could reserve other days for remote work to maximize productivity for tasks requiring deep focus. Such configurations promote effective team cohesion while preserving the flexibility employees value.

Enhancing Communication and Collaboration Infrastructure

Challenges in communication and collaboration are among the most significant obstacles in remote work. Employees often experience reduced engagement in virtual meetings and delayed feedback, particularly for team-based tasks. To address these issues, companies should invest in advanced communication and collaboration platforms, such as virtual whiteboards and real-time editing tools. These tools can simulate the dynamics of in-person interaction and create a more engaging virtual environment. Furthermore, training employees to use these tools effectively is essential to maximize their benefits.

Digital tools such as Miro and Microsoft Teams significantly improve collaboration and engagement when appropriately integrated into workflows (Banit et al., 2023; Evans, 2022; Moster et al., 2021; Pedo et al., 2022; Winfield et al., 2022). For example, breakout rooms in virtual meetings can facilitate smaller group discussions, while real-time editing tools enable seamless document collaboration. By enhancing digital communication infrastructure and providing adequate training, organizations can overcome the limitations of virtual collaboration.

Establishing Clear Work-Life Boundaries

Blurred boundaries between work and personal life emerged as a recurring challenge in the analysis. Employees often struggle to disconnect from work, leading to overwork and reduced mental recovery. To mitigate this issue, organizations should implement policies that promote work-life balance. These include setting core working hours, establishing designated "no-work" times, and encouraging employees to adhere to fixed working schedules. Additionally, organizations can educate employees about creating dedicated workspaces at home to reinforce physical and mental separation between work and personal life.

Clark's (2000) Work/Family Border Theory underscores the importance of establishing clear boundaries between work and family roles to maintain employee well-being and long-term productivity. By promoting boundary-setting techniques and formal policies, organizations can help employees achieve a healthier work-life balance, reducing the risk of burnout and improving overall job satisfaction.

Strengthening Organizational Support Systems

The analysis highlighted that gaps in organizational support, both tangible and intangible, hinder employees' productivity and engagement. Tangible support includes providing ergonomic tools, such as desks and chairs, as well as premium software and data allowances. Intangible support involves fostering managerial trust, conducting regular check-ins, and providing constructive feedback to employees. A comprehensive approach to organizational support ensures employees feel equipped and connected.

Research by Spreitzer (1995) emphasizes the role of managerial trust in empowering employees and enhancing their performance. By combining tangible resources with regular communication and engagement from management, organizations can address employees' logistical and emotional needs, enabling them to excel in remote settings.

Facilitating Social Interaction and Team Cohesion

Feelings of isolation were identified as a significant negative impact of remote work, particularly among extroverted employees. To counter this, organizations should create opportunities for social interaction and team bonding. Regular hybrid team-building activities, quarterly in-person meetings, and informal virtual gatherings can strengthen team dynamics and foster a sense of belonging. Additionally, organizations can establish informal virtual spaces for casual conversations, such as dedicated channels for non-work-related discussions.

Putnam (2000) highlights the importance of social capital in fostering trust and collaboration within teams. By encouraging both structured and informal interactions, organizations can enhance employee morale and team cohesion, leading to higher engagement and better collaboration.

The proposed solutions are directly aligned with the key negative impacts identified in the analysis of remote work. Each solution is designed to address specific challenges, such as difficulties in collaboration, blurred work-life boundaries, or gaps in organizational support. Table 5 below provides a detailed mapping of each proposed solution to the corresponding negative impacts it seeks to resolve, ensuring a clear connection between the issues identified and the recommended interventions.

Mapping of solution to negative impacts

Table 5. Mapping of solution to negative impacts

No	Proposed Solution	Negative Impact It Addresses
1	Optimizing Remote Work Flexibility with Hybrid Work Models	Challenges in collaborative and team-based tasks: Virtual meetings reduce engagement for brainstorming and teamwork.
		Isolation and reduced social interaction: Remote work limits informal team bonding and face-to-face interaction.
2	Enhancing Communication and Collaboration Infrastructure	Challenges in collaborative and team-based tasks: Lack of dynamic interactions in virtual collaboration.
		Delays in communication and feedback: Slower response times hinder task efficiency and collaboration.
3	Establishing Clear Work-Life Boundaries	Blurring of work-life boundaries: Lack of separation between professional and personal life leads to overwork.
		Reduced mental recovery due to undefined work hours and responsibilities overlapping with personal time.
4	Strengthening Organizational Support Systems	Inadequate organizational support: Insufficient ergonomic tools, data allowances, or software limit productivity.
		Gaps in managerial trust and inconsistent feedback reduce employee motivation and engagement.
5	Facilitating Social Interaction and Team Cohesion	Isolation and reduced social interaction: Lack of informal conversations negatively affects team cohesion and morale.

Implementation Plan & Justification

The successful implementation of the proposed solutions requires a structured and well-coordinated approach tailored to PT JAR's unique organizational context. This section outlines the detailed steps and strategies for executing each solution, accompanied by a clear assignment of responsibilities to ensure accountability and alignment with company goals. By addressing logistical, operational, and managerial aspects, the implementation plan ensures that the identified issues are effectively mitigated, enhancing productivity, collaboration, and overall employee well-being. The subsequent subsections provide a step-by-step strategy and a detailed assignment of roles to facilitate the execution of the proposed solutions.

Implementation Plan

This section presents a comprehensive implementation plan for the proposed business solutions, tailored to address the negative impacts of remote work identified in the analysis. The plan is designed to guide organizations, including JAR, in implementing these solutions effectively. It includes an evaluation of the current state of implementation, highlights the gaps that need to be addressed, discusses potential challenges, and outlines a timeline for execution.

1) Optimizing Hybrid Work Flexibility and Configurations: Transitioning to a hybrid work model is essential for improving collaboration and engagement, particularly for tasks such as brainstorming, strategic planning, and team discussions. While the hybrid model is widely adopted in the industry, JAR currently operates as a fully remote organization without a physical office. However, the planned rental of an office in early next year presents a timely opportunity to implement this solution.

The proposed hybrid model includes one to two in-office days per week, specifically for team-based tasks, while maintaining remote work for individual-focused activities. This arrangement balances the flexibility employees appreciate with the collaborative benefits of in-person interaction. The primary challenge lies in adapting employees who are accustomed to fully remote work to regular office-based collaboration. Additionally, logistical considerations, such as selecting an accessible office location and managing associated costs, must be carefully addressed.

Timeline:

    a) Month 1-2: Finalize the rental agreement for the office and establish policies for hybrid work schedules.

    b) Month 3-4: Pilot the hybrid model with one in-office day per week, focusing on collaborative tasks, and gather employee feedback.

    c) Month 5: Evaluate the pilot program, make necessary adjustments, and fully implement the hybrid model.

2) Improving Communication and Collaboration Tools: Many organizations have turned to digital tools to facilitate communication and collaboration in remote work settings. These tools, such as Microsoft Teams, Slack, and Miro, integrate features like virtual whiteboards and real-time editing to support dynamic interactions. While this solution is widely implemented across industries, ongoing training and improvements are needed to maximize its potential.

    At JAR, this solution is already partially implemented. The organization uses Discord as its primary communication platform, with dedicated channels for each project and voice channels for discussions. Additionally, JAR uses Figma for collaborative tasks, such as design work. However, improvements can be made to further enhance collaboration. For instance, introducing structured video meetings for key discussions and leveraging Discord's lesser-used features, such as camera usage and integration with task management tools, could enhance engagement. Research supports the use of video in virtual meetings to foster non-verbal communication cues and improve attention during discussions (Short et al., 1976). The challenge here is maintaining simplicity while introducing new practices to ensure they are seamlessly adopted.

    Timeline:

    a) Month 1: Evaluate current digital tool usage and identify opportunities for improvement (e.g., training on Discord features).

    b) Month 2: Introduce guidelines for video-enabled meetings and optimize tool integration.

    c) Month 3: Monitor adoption and gather feedback to refine practices.

3) Establishing Clear Work-Life Boundaries: JAR has official working hours (9 AM–6 PM with a one-hour lunch break), but the analysis highlighted that these boundaries are not consistently enforced during peak seasons. To address this, JAR should formalize policies that limit after-hours communication, except in emergencies, and provide compensatory time-off arrangements for employees who work extended hours during high-demand periods. This solution aims to balance the flexibility required by agency work with the need to protect employee well-being.

    The challenge lies in enforcing these boundaries without compromising client satisfaction. Clear communication with clients regarding response times and expectations will be essential to ensuring the success of this solution.

    Timeline:

    a) Month 1: Develop and communicate work-life boundary policies, including after-hours guidelines and compensatory time-off arrangements.

    b) Month 2: Train employees and managers on implementing and respecting these boundaries.

    c) Month 3: Evaluate adherence to the policies and refine them based on feedback.

4) Strengthening Organizational Support System: JAR currently provides sufficient intangible support through regular managerial check-ins and feedback, but gaps remain in tangible resources. To address these, the organization should allocate budgets for ergonomic home office equipment, data allowances, and subscriptions for premium software, if needed, to enhance productivity. This support will ensure employees have access to the necessary tools to perform their roles effectively.

    The primary challenge lies in managing the cost of implementing these resources within a small organization's budget. Prioritizing high-impact items, such as data allowances and critical software licenses, can mitigate financial constraints.

    Timeline:

    a) Month 1: Assess tangible resource gaps and allocate budgets for improvements.

    b) Month 2: Roll out key resources, such as data allowances and premium software subscriptions.

c) Month 3: Evaluate employee feedback and identify additional resource needs.

5) Fostering Social Interaction and Team Cohesion: Remote work reduces opportunities for informal social interaction, impacting team cohesion and employee morale. To address this, JAR should organize hybrid team-building events and create informal virtual spaces to foster a sense of connection among employees. Hybrid events could include quarterly in-person gatherings for team-building activities, such as workshops, social lunches, or recreational activities, held at the rented office or nearby venues in Greater Jakarta. Informal virtual spaces can be established through dedicated Discord channels for non-work-related topics, such as hobbies, trivia, or casual coffee chats.

The implementation of these initiatives aligns with the hybrid work model timeline, leveraging the physical office as a central location for in-person interactions. The challenge lies in scheduling events that accommodate all employees' preferences and ensuring that informal virtual spaces remain engaging without becoming distracting.

Timeline:

a) Month 1: Establish informal virtual spaces on Discord and plan the first hybrid team-building event.

b) Month 2: Organize the first in-person team-building activity and gather feedback on participation.

c) Ongoing: Maintain a regular schedule for quarterly hybrid events and actively monitor engagement in virtual spaces.

The consolidated timeline of all the proposed solutions can be seen at Table 6 below:

Table 6. Consolidated timeline of implementation

Plan	Month 1	Month 2	Month 3	Month 4	Month 5
Hybrid Work Model	Finalize office rental, establish policies	Pilot hybrid model	Gather feedback	Evaluate and adjust	Fully imple-ment
Communication and Collaboration Infrastructure	Evaluate tools, identify gaps	Provide training, introduce video guidelines	Monitor adoption		
Work-Life Boundaries	Develop policies	Train employees	Evaluate adhe-rence		
Organizational Support Systems	Assess gaps, allocate budgets	Roll out key resources	Evaluate feedback		
Social Interaction and Team Cohesion	Establish informal spaces, plan first event	Organize first hybrid activity, gather feedback	Refine future plans		

The proposed solutions in this subchapter are specifically designed to address the unique needs and context of JAR, a small fully-remote company operating in the Greater Jakarta area. Given JAR's current structure, with a team of only five core members and reliance on flexible work arrangements, these solutions emphasize practical, scalable interventions that balance autonomy with structured collaboration. This approach ensures that JAR can optimize productivity, enhance communication, and foster team cohesion while preserving the benefits of remote work.

While tailored to JAR's specific characteristics—such as its reliance on Discord for communication and the planned transition to a hybrid work model—these solutions also offer broader relevance for other companies in Greater Jakarta facing similar challenges. Many organizations are navigating the complexities of remote and hybrid work, striving to balance employee flexibility with the need for effective collaboration, communication, and support. The solutions presented here, including hybrid work arrangements, enhanced communication tools, clear work-life boundaries, robust organizational support systems, and opportunities for social interaction, can be adapted by companies of varying sizes, industries, and operational needs.

For example, small-to-medium enterprises (SMEs) across Jakarta can benefit from adopting flexible hybrid arrangements that allow employees to collaborate in person for tasks like brainstorming

and strategic planning, while maintaining remote work for individual-focused efforts. Investments in communication tools, such as platforms with video conferencing and real-time collaboration features, can enhance engagement for remote teams of all sizes. Similarly, companies with different organizational structures may adapt these solutions by leveraging their existing tools or expanding their support systems based on employee feedback and operational priorities.

Responsible Parties

To ensure accountability and clarity during the implementation process, specific roles are assigned to oversee each solution. At PT JAR, the CEO and the Project Manager (PM) are the primary individuals responsible for executing the implementation strategies, supported by other team members as needed. The Table 7 below summarizes the roles and responsibilities for each proposed solution.

Table 7. Responsible parties

Proposed Solution	Key Tasks	Person in Charge (PIC)
Optimizing Remote Work Flexibility	Approve hybrid work policy, allocate budget for office rental, and provide strategic direction.	CEO
	Manage office setup logistics, schedule hybrid workdays, and monitor employee feedback.	Project Manager (PM)
Enhancing Communication and Collaboration	Allocate budget for new tools and training programs.	CEO
	Coordinate training on digital tools, implement structured video meetings, and oversee tool adoption.	PM
Establishing Clear Work-Life Boundaries	Define work-life policies, including after-hours guidelines and compensatory time arrangements.	CEO
	Implement policies in daily operations, ensure adherence, and gather employee feedback.	PM
Strengthening Organizational Support	Approve budgets for ergonomic tools and premium software subscriptions.	CEO
	Distribute resources, evaluate their usage, and report their effectiveness.	PM
Facilitating Social Interaction	Approve budgets for hybrid team-building activities and long-term engagement initiatives.	CEO
	Organize hybrid events, manage participation, and monitor the success of social interaction initiatives.	PM

CONCLUSION

This study investigated the effects of remote work on employee productivity in the Greater Jakarta area and proposed solutions to optimize remote work arrangements for companies, including JAR. The findings indicate that remote work impacts productivity positively by offering flexibility and autonomy, particularly for routine tasks, but also negatively due to blurred boundaries between work and personal life and reduced social interaction, which can hinder collaborative tasks. The research highlighted that different task types significantly affect productivity, with routine tasks thriving in remote settings, while collaborative tasks face challenges due to limited engagement. To enhance productivity and well-being, the study recommends companies adopt a flexible hybrid work model, enhance communication infrastructure, establish clear work-life boundaries, strengthen organizational support, and foster social interaction. Future research should explore the long-term effects of hybrid models, tailored strategies across industries, and the potential of technological innovations to improve remote collaboration.

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