

ASSESSING THE EFFECTIVENESS OF WORK-FROM-HOME IMPLEMENTATION AND PERFORMANCE MONITORING IN THE DIGITAL WORKPLACE: A DIGITAL HRM PERSPECTIVE

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Informasi	Abstract
Volume : 3	<p><i>The widespread adoption of Work-from-Home (WFH) practices has transformed the way organizations manage employee performance in the digital workplace. Supported by Digital Human Resource Management (Digital HRM), organizations increasingly rely on digital technologies to facilitate communication, monitor employee performance, and maintain productivity while ensuring workforce flexibility. This study aims to assess the effectiveness of Work-from-Home implementation and performance monitoring from a Digital HRM perspective. This study employs a qualitative literature review approach by analyzing recent journal articles published between 2021 and 2026. The literature was collected from reputable databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, and Taylor & Francis. The selected studies were analyzed using thematic analysis to identify key trends, challenges, and best practices in managing remote work and digital employee performance. The findings indicate that effective Work-from-Home implementation enhances employee flexibility, work-life balance, and organizational productivity when supported by digital collaboration platforms and performance monitoring systems. Digital HRM enables organizations to improve communication, evaluate employee performance using objective indicators, and support data-driven decision-making. However, challenges related to employee engagement, digital competencies, cybersecurity, and performance evaluation remain important considerations for organizations. The study concludes that Digital HRM plays a significant role in optimizing Work-from-Home implementation and strengthening organizational performance in the digital workplace. The findings provide practical insights for organizations seeking to develop effective remote work strategies while maintaining employee productivity and long-term organizational sustainability.</i></p> <p>Keyword: <i>Work-from-Home; Digital Human Resource Management; Performance Monitoring; Digital Workplace; Employee Performance; Organizational Sustainability.</i></p>
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A. INTRODUCTION

The rapid development of digital technologies has significantly transformed the way organizations manage their human resources. Advances in cloud computing, digital

collaboration platforms, Human Resource Information Systems (HRIS), and Artificial Intelligence (AI) have encouraged organizations to adopt more flexible work arrangements. One of the most significant changes is the implementation of Work-from-Home (WFH), which has evolved from an emergency response during the COVID-19 pandemic into a long-term organizational strategy. Today, many organizations continue to adopt remote and hybrid work models because they provide greater flexibility, improve operational efficiency, and support employee well-being.

Digital Human Resource Management (Digital HRM) has become an essential component in supporting remote work practices. Digital HRM refers to the application of digital technologies to improve human resource processes, including recruitment, communication, training, performance evaluation, and employee development. Through integrated digital systems, organizations can effectively manage employees regardless of their physical location. The availability of HRIS, cloud-based communication platforms, and digital performance management systems has enabled organizations to maintain productivity while ensuring continuous collaboration among employees.

The implementation of Work-from-Home offers numerous benefits for both employees and organizations. Employees gain greater flexibility in balancing work responsibilities with personal life, which often leads to increased job satisfaction and motivation. Organizations benefit from lower operational costs, reduced office space requirements, and access to a broader talent pool without geographical limitations. Furthermore, digital collaboration tools facilitate real-time communication, document sharing, and project management, allowing employees to remain productive while working remotely.

Despite these advantages, organizations also encounter several challenges when implementing Work-from-Home policies. Managers often face difficulties in monitoring employee performance, maintaining effective communication, preserving organizational culture, and ensuring employee engagement. In addition, cybersecurity risks, digital fatigue, work-life boundary issues, and unequal access to technology may negatively affect employee performance and organizational effectiveness. These challenges require organizations to develop comprehensive Digital HRM strategies that balance technological innovation with employee well-being.

Performance monitoring has therefore become one of the most important aspects of Digital HRM. Modern organizations increasingly utilize digital dashboards, HR analytics, Key Performance Indicators (KPIs), and cloud-based monitoring systems to evaluate employee

productivity objectively. Rather than focusing on employee surveillance, effective performance monitoring emphasizes measurable outcomes, continuous feedback, coaching, and employee development. Such approaches support a performance-oriented organizational culture while maintaining employee trust and motivation.

Based on these considerations, this study aims to assess the effectiveness of Work-from-Home implementation and digital performance monitoring from a Digital Human Resource Management perspective. The findings are expected to provide valuable insights for organizations seeking to optimize remote work practices, improve employee performance, and strengthen organizational sustainability in an increasingly digital workplace.

B. RESEARCH METHOD

This study employed a qualitative research design using a literature review approach to examine the effectiveness of Work-from-Home implementation and digital performance monitoring within the context of Digital Human Resource Management. A literature review was selected because it allows researchers to synthesize existing knowledge, identify current trends, and provide comprehensive insights into digital workplace management.

The data used in this study consisted of secondary data collected from peer-reviewed journal articles published between 2021 and 2026. Relevant publications were obtained from internationally recognized databases, including Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis, and Google Scholar. Only studies directly related to Work-from-Home, Digital HRM, employee performance, remote work management, and digital workplace transformation were included in the review.

The collected literature was analyzed using thematic analysis. Previous findings were classified into several major themes, including Work-from-Home implementation, digital performance monitoring, Digital HRM practices, and challenges in managing remote employees. The results were then synthesized to provide a comprehensive understanding of how digital technologies contribute to employee performance and organizational effectiveness.

C. RESULTS AND DISCUSSION

3.1 Work-from-Home as a Strategic Approach in the Digital Workplace

The findings of this literature review indicate that Work-from-Home (WFH) has become one of the most significant transformations in modern human resource management. Initially adopted as a temporary solution during the COVID-19 pandemic, WFH has evolved into a

long-term organizational strategy that supports flexibility, business continuity, and employee well-being. Advances in digital technology have enabled organizations to maintain operations regardless of employees' physical locations. Consequently, many organizations continue implementing remote and hybrid working models as part of their long-term business strategies.

The literature further reveals that WFH provides numerous benefits for employees. Flexible working arrangements allow employees to better manage their professional responsibilities while balancing personal and family commitments. This flexibility often reduces commuting time, lowers work-related stress, and improves overall job satisfaction. Employees who experience greater autonomy in organizing their work schedules tend to demonstrate higher motivation and stronger organizational commitment. As a result, organizations may benefit from increased employee productivity and improved retention rates.

From the organizational perspective, WFH contributes to operational efficiency and cost reduction. Organizations can minimize expenses related to office facilities, utilities, and workplace maintenance while expanding access to talent beyond geographical boundaries. Digital collaboration platforms such as Microsoft Teams, Zoom, and Google Workspace facilitate communication, virtual meetings, document sharing, and project coordination. These technologies ensure that organizational activities continue efficiently despite employees working from different locations. Therefore, digital infrastructure has become a critical component of successful remote work implementation.

Despite these advantages, several challenges remain. Maintaining effective communication, preserving organizational culture, monitoring employee performance, and preventing employee isolation are among the most frequently reported issues. Some employees also experience difficulties separating work responsibilities from personal life, leading to increased stress and digital fatigue. Therefore, organizations should establish clear remote work policies, provide adequate technological support, and encourage regular communication between managers and employees. These initiatives will help maximize the benefits of Work-from-Home while minimizing its potential drawbacks.

3.2 Digital Performance Monitoring in Remote Work

The implementation of Work-from-Home has encouraged organizations to adopt digital performance monitoring systems as an alternative to traditional supervision methods. Unlike conventional performance evaluation, which often depends on direct observation, digital

monitoring emphasizes measurable work outcomes through technology-based systems. Organizations increasingly utilize Human Resource Information Systems (HRIS), project management software, digital dashboards, and cloud-based applications to monitor employee productivity and task completion. These technologies provide managers with real-time access to performance data, enabling more accurate and objective evaluations.

The literature indicates that digital performance monitoring improves organizational transparency and accountability. Employees are assessed based on clearly defined Key Performance Indicators (KPIs), project completion rates, work quality, and productivity rather than physical attendance. This outcome-based approach encourages employees to focus on achieving organizational goals while promoting fairness in performance appraisal. As a result, organizations are able to make more informed decisions regarding employee development, promotions, and performance improvement.

Another important advantage of digital performance monitoring is the availability of continuous feedback. Through digital platforms, supervisors can provide regular evaluations, recognize employee achievements, and identify areas requiring improvement. Employees also have opportunities to discuss challenges, request support, and receive coaching regardless of their work location. Continuous communication strengthens trust between managers and employees while fostering a culture of learning and professional development.

However, organizations should implement digital monitoring responsibly. Excessive monitoring may create feelings of distrust, reduce employee autonomy, and negatively affect mental well-being. Employees who perceive constant surveillance may experience higher levels of stress and lower job satisfaction. Therefore, organizations should develop performance monitoring systems that prioritize transparency, mutual trust, and employee development rather than excessive control. Such an approach supports both organizational performance and employee well-being in remote work environments.

3.3 The Role of Digital Human Resource Management in Enhancing Employee Performance

Digital Human Resource Management has become an essential component of modern organizations by integrating technology into various HR functions. Digital HRM includes the use of Human Resource Information Systems (HRIS), online recruitment platforms, virtual training programs, digital performance management systems, and employee self-service applications. These technologies simplify administrative processes while enabling HR

professionals to focus on strategic activities such as talent management and workforce development.

The reviewed literature demonstrates that Digital HRM contributes significantly to employee performance by improving communication, accessibility, and organizational responsiveness. Employees can easily access training materials, submit administrative requests, monitor their performance, and communicate with supervisors through integrated digital platforms. These conveniences increase employee engagement while reducing administrative barriers that often slow organizational processes.

Digital HRM also strengthens data-driven decision-making. Organizations can collect and analyze workforce data to identify competency gaps, evaluate employee satisfaction, monitor productivity, and forecast future workforce needs. Such information enables managers to design more effective human resource strategies, allocate resources efficiently, and implement targeted employee development programs. Consequently, HR decisions become more objective and aligned with organizational goals.

Furthermore, Digital HRM supports organizational adaptability in an increasingly competitive business environment. Organizations that successfully integrate digital technologies into HR practices are better prepared to respond to technological change, changing employee expectations, and market uncertainty. Continuous investment in digital infrastructure and employee digital competencies therefore becomes a strategic priority for sustaining organizational performance in the digital era.

3.4 Future Challenges and Opportunities of Digital Workplace Management

The digital workplace continues to evolve as organizations increasingly adopt flexible work arrangements and advanced digital technologies. Although Work-from-Home and Digital HRM provide substantial organizational benefits, several challenges remain. Issues related to cybersecurity, employee data privacy, digital infrastructure, and unequal access to technology continue to influence the effectiveness of remote work implementation. Organizations must continuously strengthen their technological capabilities to ensure secure and reliable digital operations.

Employee well-being has also become a major concern in digital workplace management. Remote work may increase feelings of isolation, communication barriers, digital fatigue, and difficulties in maintaining work-life balance. Therefore, organizations should establish supportive policies that promote employee mental health, encourage regular interaction among team members, and provide opportunities for professional development. A

healthy work environment remains essential for maintaining long-term employee performance and organizational commitment.

Another important challenge involves leadership adaptation. Managers are required to develop new leadership competencies that emphasize communication, trust, coaching, and collaboration within virtual teams. Digital leadership plays a critical role in motivating employees, maintaining organizational culture, and ensuring that remote work practices remain aligned with organizational objectives. Organizations that invest in leadership development are more likely to achieve successful digital transformation.

Looking ahead, hybrid working models are expected to become the dominant workplace strategy in many industries. Hybrid work combines the flexibility of remote work with the collaborative advantages of office-based work, creating a more balanced working environment. Supported by Digital Human Resource Management, organizations can integrate digital technologies, flexible work policies, and employee-centered management practices to build resilient, innovative, and sustainable workplaces capable of responding to future business challenges.

D. CONCLUSION

This study examined the effectiveness of Work-from-Home (WFH) implementation and digital performance monitoring from the perspective of Digital Human Resource Management (Digital HRM). Based on the reviewed literature, WFH has evolved into an effective work strategy that enables organizations to maintain operational continuity while providing employees with greater flexibility in managing their work responsibilities. Supported by digital technologies such as Human Resource Information Systems (HRIS), cloud-based collaboration platforms, and digital communication tools, organizations are able to improve coordination, enhance employee productivity, and support more efficient human resource management practices.

The findings also indicate that digital performance monitoring plays an important role in creating objective and data-driven employee evaluations. Performance management systems allow managers to monitor work outcomes, provide continuous feedback, and support employee development through measurable performance indicators. At the same time, Digital HRM strengthens employee engagement by improving communication, facilitating access to organizational resources, and supporting continuous learning in remote working environments.

Despite these benefits, organizations continue to face several challenges, including cybersecurity risks, employee digital competencies, work-life balance, and maintaining organizational culture in virtual workplaces. Therefore, organizations should combine technological innovation with supportive leadership, employee well-being initiatives, and effective change management to ensure the successful implementation of remote work policies.

In conclusion, Digital Human Resource Management serves as a strategic enabler for effective Work-from-Home implementation and digital performance monitoring. Organizations that successfully integrate digital technologies with human-centered management practices will be better positioned to enhance employee performance, strengthen organizational resilience, and achieve sustainable competitive advantage in the evolving digital workplace. Future research is encouraged to examine hybrid work environments and emerging digital HR technologies using empirical approaches across different industries and organizational settings.

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