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Transforming Workforce Dynamics: The Role of Remote Work Flexibility, Technological Adoption, and Employee Wellbeing on Productivity of State Owned Enterprise Employee

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ABSTRACT
This study examines the impact of remote work flexibility, technological adoption, and employee wellbeing on the productivity of employees in state-owned enterprises (SOEs). In response to shifting workplace dynamics, SOEs have increasingly implemented flexible work arrangements and digital tools, prompting the need to evaluate how these factors influence employee performance. Using a quantitative research approach, data were collected from 400 employees across various SOEs in Indonesia. The analysis, conducted using multiple linear regression, revealed that technological adoption significantly enhances employee productivity, followed by remote work flexibility and employee wellbeing. Findings also highlight challenges such as digital infrastructure limitations and the need for more comprehensive wellbeing programs. The study contributes to existing literature by providing insights into how SOEs can optimize workforce productivity through flexible work policies, digital transformation, and employee wellbeing initiatives. Practical recommendations for overcoming identified barriers are discussed, offering a roadmap for SOEs to enhance employee performance in a rapidly evolving work environment.

Keywords:
Remote Work Flexibility; Technological Adoption; Employee Wellbeing; Employee Productivity; State-Owned Enterprises (SOEs)

INTRODUCTION

The rapid shift toward digitalization and the evolution of workplace practices have significantly impacted organizational structures, especially in the last decade. Among the most transformative changes is the rise of remote work flexibility, which was accelerated due to the global COVID-19 pandemic. State-Owned Enterprises (SOEs), traditionally viewed as slower in adopting modern workplace trends, have also been compelled to adapt to this new dynamic. The sudden transition to remote work brought about new challenges and opportunities, redefining how productivity is measured and sustained in the context of SOEs. Flexibility in work arrangements, when managed effectively, has the potential to enhance employee productivity by promoting autonomy and balancing work-life commitments. As a result, this shift has brought to light the critical role of technological adoption and employee wellbeing in sustaining and enhancing productivity within SOEs.

The concept of remote work flexibility refers to allowing employees to choose where and when they work. This shift can offer a more balanced approach to meeting personal and professional commitments, increasing job satisfaction, and improving overall productivity (Cameron et al., 2017). The flexibility provided by remote work allows employees to structure their days in ways that optimize their performance, which is crucial for modern organizations that want to attract and retain top talent. In state-owned enterprises, where rigid hierarchies and traditional work structures have dominated, the adoption of flexible work practices represents a paradigm shift that has the potential to transform employee productivity significantly.

Moreover, technological adoption is fundamental to the success of remote work strategies. Technologies such as cloud computing, collaboration software, and virtual

meeting platforms are now indispensable tools for ensuring that remote employees remain productive and connected (van Zoonen et al., 2021). However, the ability of employees to leverage these technologies effectively is critical to maintaining high productivity levels. State-owned enterprises, often perceived as being behind in digital transformation efforts, must recognize that integrating modern technology into daily operations is no longer optional but necessary for fostering efficiency and competitiveness (Davenport & Westerman, 2018). Furthermore, training and developing employees' digital literacy can help mitigate resistance to technological adoption and drive innovation across the organization.

In addition to remote work flexibility and technological adoption, employee wellbeing has emerged as a critical determinant of productivity. Employee wellbeing encompasses mental, emotional, and physical health, all of which have been increasingly strained by the new remote work environment. Prolonged periods of isolation, blurred boundaries between work and personal life, and the pressure to remain constantly available can negatively impact employee morale and productivity if not managed effectively (Carnevale & Hatak, 2020). Therefore, organizations must implement comprehensive wellbeing programs to support their employees and maintain productivity. For SOEs, addressing employee wellbeing in the context of remote work requires a strategic approach that includes mental health support, ergonomic workplace setups at home, and promoting a culture of work-life balance.

Despite the evident benefits of remote work flexibility, technological adoption, and a focus on employee wellbeing, there is still a significant knowledge gap regarding their impact on employee productivity, particularly within state-owned enterprises. Existing studies primarily focus on private sector organizations, leaving a void in understanding how these factors influence productivity in SOEs, which often operate under different regulatory frameworks and organizational cultures. Furthermore, SOEs may face unique challenges in adopting new technologies and fostering a flexible work environment, making it imperative to examine how these elements interact to influence employee productivity in this specific context.

The shift towards remote work has not been universally smooth for SOEs, with many encountering challenges related to digital infrastructure, employee engagement, and maintaining productivity levels. Understanding the relationship between remote work flexibility, technological adoption, and employee wellbeing is crucial for SOEs to remain competitive and sustainable in the rapidly evolving global economy. As such, this research aims to fill the gap by exploring how these factors influence employee productivity in state-owned enterprises.

The objective of this research is to examine the role of remote work flexibility, technological adoption, and employee wellbeing in enhancing the productivity of employees in state-owned enterprises (SOEs). Specifically, the study aims to evaluate how different remote work arrangements, such as hybrid models or fully remote setups, impact employee productivity. It will also investigate the role of technological adoption by analyzing the types of technologies implemented, their integration into daily operations, and the digital skills of employees. Additionally, the research will assess the relationship between employee wellbeing and productivity in remote work environments, exploring how organizations can promote wellbeing and its effect on productivity. Finally, the study seeks to identify the challenges and barriers to implementing remote work flexibility, technological adoption, and wellbeing initiatives

in SOEs and provide recommendations for overcoming these obstacles to enhance overall productivity.

Literature Review And Hypothesis Development

1. Theoretical Framework

The theoretical foundation for this research is grounded in self-determination theory (Deci & Ryan, 1985), which posits that autonomy, competence, and relatedness are critical drivers of motivation and productivity. Remote work flexibility can enhance employee autonomy, while technological adoption can improve competence by providing the necessary tools and resources to perform tasks effectively. Additionally, promoting employee wellbeing addresses relatedness by fostering a supportive work environment that prioritizes employees' mental and physical health.

Furthermore, the job demands-resources (JD-R) model Xanthopoulou et al. (2007) provides a framework for understanding how technological adoption and wellbeing initiatives can serve as resources that mitigate job demands and enhance productivity. In the context of remote work, technological tools reduce workload pressures by enabling efficient communication and task management, while wellbeing programs alleviate stress, contributing to higher levels of job satisfaction and productivity.

2. Remote Work Flexibility and Employee Productivity

Remote work flexibility refers to the ability of employees to manage their work schedules and environments outside the traditional office setting. Several studies have emphasized the positive relationship between remote work flexibility and employee productivity, highlighting that flexible work arrangements can enhance employee satisfaction and performance. According to Gajendran & Harrison (2007), remote work positively affects job performance by reducing work-related stress and promoting a better work-life balance. Employees who have greater control over their work environments tend to be more engaged and productive (Bloom et al., 2015).

However, the relationship between remote work and productivity is not always straightforward. Some research suggests that while remote work flexibility can enhance productivity for certain employees, others may struggle due to a lack of structure and discipline in a remote environment (Golden & Veiga, 2005). Additionally, certain job functions within SOEs may not be as conducive to remote work due to the nature of the work itself or regulatory constraints (Wang et al., 2021). Nonetheless, organizations that provide clear guidelines, communication tools, and support mechanisms for remote work are more likely to see positive outcomes in terms of productivity.

In the context of state-owned enterprises, remote work flexibility represents a significant shift from traditional work arrangements that often involve rigid structures and centralized management. Despite these challenges, the potential for remote work to enhance employee productivity in SOEs remains significant, particularly when supported by robust technological infrastructure and employee wellbeing programs. Hypothesis 1: Remote work flexibility has a positive impact on employee productivity in state-owned enterprises.

3. Technological Adoption and Employee Productivity

Technological adoption refers to the process through which organizations integrate new technologies into their operations to enhance efficiency and productivity. In today’s digital era, technological tools such as cloud computing, collaboration software, and virtual communication platforms are essential for enabling remote work

and maintaining productivity (Davenport & Westerman, 2018). The use of these tools allows employees to collaborate seamlessly, access work-related information remotely, and maintain a consistent workflow despite being physically dispersed. For state-owned enterprises, the adoption of technology is particularly crucial, as many SOEs have historically lagged behind in digital transformation compared to their private sector counterparts (Wang et al., 2021).

The relationship between technological adoption and productivity has been well-documented in both the private and public sectors. Studies have shown that organizations that invest in digital tools and infrastructure tend to experience improvements in employee performance, operational efficiency, and overall productivity (Brynjolfsson & McAfee, 2014). However, the success of technological adoption depends not only on the availability of advanced tools but also on employees' ability to use them effectively. Digital literacy, training, and ongoing support are critical factors in ensuring that technology enhances productivity rather than becoming a source of frustration or inefficiency (Westerman et al., 2014).

In the context of state-owned enterprises, technological adoption may face specific challenges, such as resistance to change, limited resources, and bureaucratic inertia. Despite these challenges, SOEs that successfully adopt and integrate technology into their remote work systems are likely to see significant gains in productivity. Therefore, it is hypothesized that technological adoption plays a positive role in boosting employee productivity in SOEs. Hypothesis 2 (H2): Technological adoption positively impacts employee productivity in state-owned enterprises.

4. Employee Wellbeing and Productivity

Employee wellbeing is increasingly recognized as a key factor influencing organizational performance and productivity. Wellbeing encompasses several dimensions, including physical health, mental and emotional well-being, and social connectedness (Danna & Griffin, 1999). In the context of remote work, maintaining employee wellbeing can be particularly challenging due to factors such as isolation, the blurring of work-life boundaries, and the potential for overwork. Research has demonstrated that when organizations prioritize employee wellbeing through comprehensive wellness programs, support systems, and flexible work arrangements, employees are more likely to experience higher job satisfaction, lower stress levels, and increased productivity (Bakker et al., 2007; Kinnie et al., 2005).

In state-owned enterprises, where traditional work structures and hierarchical management styles are often prevalent, employee wellbeing may not have always been a central concern. However, the transition to remote work has highlighted the importance of supporting employees' mental and physical health to sustain productivity. Studies suggest that organizations that invest in employee wellbeing during the shift to remote work see better employee engagement and productivity outcomes (Carnevale & Hatak, 2020). Therefore, it is crucial to understand how the wellbeing of employees working remotely in SOEs affects their productivity.

It is posited that initiatives promoting employee wellbeing, including mental health support, work-life balance programs, and access to wellness resources, will positively impact productivity in state-owned enterprises. Hypothesis 3 (H3): Employee wellbeing positively impacts employee productivity in state-owned enterprises.

5. Challenges in Implementing Remote Work Flexibility, Technological Adoption, and Wellbeing Initiatives in SOEs

Despite the clear benefits of remote work flexibility, technological adoption, and employee wellbeing initiatives, several challenges may hinder their successful implementation in state-owned enterprises. One of the primary challenges is the organizational culture within SOEs, which is often characterized by rigid hierarchies and resistance to change (Bach et al., 2012). These organizational structures can make it difficult to introduce flexible work arrangements or adopt new technologies, as they may require significant changes to established processes and workflows. Furthermore, employees in SOEs may be less accustomed to working autonomously, which could lead to lower productivity if adequate support and guidance are not provided (Dibben et al., 2011).

Another challenge is the digital divide that exists within many SOEs, particularly in developing countries. Limited access to high-quality technological infrastructure, combined with low levels of digital literacy among employees, can hinder the successful adoption of remote work technologies. Even when the necessary tools are available, employees may struggle to use them effectively without proper training and support (Sadowski, 2021). Additionally, the lack of a strong digital culture within SOEs can lead to underutilization of the technologies that are adopted, further limiting their potential to enhance productivity.

Addressing employee wellbeing in remote work environments presents its own set of challenges. While many organizations recognize the importance of wellbeing programs, implementing these initiatives effectively in a remote work context requires careful planning and investment. For instance, SOEs may need to establish virtual mental health support systems, offer resources for maintaining work-life balance, and provide ergonomic equipment for home offices (Grant, 2013). However, the bureaucratic nature of SOEs may slow down the implementation of such programs, which could negatively impact employee morale and productivity.

Given these challenges, it is essential for state-owned enterprises to develop strategies for overcoming the barriers to remote work flexibility, technological adoption, and employee wellbeing initiatives. These strategies should focus on fostering a culture of adaptability, investing in digital literacy, and prioritizing employee wellbeing as a central component of organizational productivity. Hypothesis 4 (H4): Challenges in implementing remote work flexibility, technological adoption, and wellbeing initiatives negatively impact employee productivity in state-owned enterprises.

METHOD

1. Research Design

This study adopts a quantitative research approach using a cross-sectional survey design. The quantitative approach is appropriate for this study because it allows for the measurement and analysis of relationships between variables in a structured manner. The cross-sectional design enables the collection of data from a specific point in time, providing insights into how remote work flexibility, technological adoption, and employee wellbeing influence productivity at that moment. Given the dynamic nature of remote work practices and technological adoption, a cross-sectional survey is suitable for capturing the current state of these factors within SOEs.

2. Population and Sample

The population of this study includes employees working in state-owned enterprises (SOEs) in Indonesia. These employees are from various departments, job levels, and divisions to ensure a comprehensive understanding of the impact of remote work flexibility, technological adoption, and employee wellbeing across different areas of the organization. The research targets employees who have experienced remote work or hybrid work arrangements at some point, ensuring that respondents have a relevant understanding of the factors being studied.

A non-probability purposive sampling technique will be employed to select the respondents. This method is suitable because it allows the researcher to focus on individuals who have direct experience with remote work and technological tools in their roles. The target sample size is 400 respondents, which is considered adequate for achieving statistical power and ensuring the generalizability of results in the context of SOEs in Indonesia.

3. Data Collection Methods

Data for this study will be collected using an online survey distributed to employees within selected SOEs. The survey consists of structured, close-ended questions designed to gather quantitative data on the key variables: remote work flexibility, technological adoption, employee wellbeing, and employee productivity. Each variable will be measured using a 5-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree." The use of a Likert scale enables the collection of subjective data regarding employees' perceptions, which can be aggregated and analyzed statistically.

The survey will be divided into several key sections to comprehensively capture relevant data. The first section will collect demographic information, including age, gender, position, and years of work experience, providing a background profile of the respondents. The next section will focus on remote work flexibility, using a Likert scale to assess the extent of flexibility employees experience, such as control over their work schedules, the ability to work remotely, and the type of work arrangements (e.g., hybrid or fully remote). Technological adoption will then be explored, with questions centered around the types of technologies the organization uses, such as collaboration tools, communication platforms, and cloud services, as well as the integration of these technologies into daily operations and the digital literacy of employees. The survey will also delve into employee wellbeing, covering aspects such as mental and physical health, work-life balance, access to wellbeing programs, and the perceived organizational support for employee wellness. Finally, employee productivity will be measured by assessing employees' self-reported productivity levels, the quality and efficiency of their work, and how remote work, technological tools, and wellbeing initiatives have influenced their performance.

4. Data Analysis

Data analysis for this study will be conducted using the Statistical Package for the Social Sciences (SPSS), incorporating both descriptive and inferential statistical techniques to address the research questions and test the hypotheses. Descriptive statistics will be employed to summarize the demographic characteristics of the respondents, as well as their perceptions of remote work flexibility, technological adoption, employee wellbeing, and productivity. This will provide an overview of the sample and reveal key trends in the data. The reliability of the survey items will be assessed using Cronbach’s Alpha, with a value of 0.70 or higher considered

acceptable for ensuring internal consistency. To confirm the validity of the constructs, factor analysis will be applied, ensuring that the survey items effectively measure the intended variables.

Inferential statistical techniques will include multiple linear regression analysis to examine the relationships between the independent variables—remote work flexibility, technological adoption, and employee wellbeing—and the dependent variable, employee productivity. This analysis will reveal the extent to which each factor influences productivity and test the study's hypotheses. Pearson's correlation analysis will also be conducted to evaluate the strength and direction of the relationships between these variables, providing further insights into how they interact. Additionally, thematic analysis will be used to analyze open-ended survey questions, identifying common barriers and challenges that state-owned enterprises face in implementing remote work flexibility, technological tools, and wellbeing programs. This will inform recommendations for overcoming these obstacles to enhance employee productivity.

RESULTS AND DISCUSSION

1. Descriptive Statistics

The demographic characteristics of the respondents are summarized in Table 1. The sample consists of 400 employees from state-owned enterprises (SOEs) in Indonesia. The respondents varied in terms of age, gender, position, and years of experience, providing a comprehensive view of employees in different roles and at different career stages.

***Table 1**. Descriptive Statistics of Respondents*

Demographic Variable	Frequency	Percentage (%)
Gender		
• Male	220	55,0
• Female	180	45,0
Age		
• 21-30 years	150	37,5
• 31-40 years	130	32,5
• 41-50 years	80	20,0
• >50 years	40	10,0
Years of Experience		
• < 5 years	120	30,0
• 5-10 years	140	35,0
• 11-20 years	90	22,5
• > 20 years	50	12,5

Source: Primary Data, 2024

2. Reliability and Validity

The reliability of the constructs was assessed using Cronbach's Alpha. All constructs exhibited acceptable reliability, with Cronbach's Alpha values above 0.70, indicating internal consistency among the survey items. The factor analysis confirmed the validity of the constructs, with all items loading significantly onto their respective factors.

Table 2. *Reliability Analysis based on Cronbach's Alpha*

Variable	Number of Items	Cronbach's Alpha
Remote Work Flexibility	6	0,782
Technological Adoption	8	0,816
Employee Wellbeing	7	0,765
Employee Productivity	5	0,801

Source: Data Analysis by Author, 2024

3. Multiple Regression Analysis

Multiple linear regression analysis was conducted to examine the relationships between remote work flexibility, technological adoption, employee wellbeing, and employee productivity. The results of the regression analysis are presented in Table 3. The model is statistically significant, with an R^2 value of 0.624, indicating that approximately 62.4% of the variance in employee productivity can be explained by the independent variables.

Table 3. *Results of Multiple Linear Regression Analysis*

Variable	B	Standard Error	Beta	t-value	p-value
Remote Work Flexibility	0,312	0,047	0,276	6,638	0,000
Technological Adoption	0,421	0,052	0,388	8,096	0,000
Employee Wellbeing	0,285	0,046	0,241	6,196	0,000

Source: Data Processed by Author, 2024

The results indicate that all three independent variables—remote work flexibility ($\beta = 0.276$, $p < 0.001$), technological adoption ($\beta = 0.388$, $p < 0.001$), and employee wellbeing ($\beta = 0.241$, $p < 0.001$)—have a positive and significant impact on employee productivity.

4. Correlation Analysis

Pearson's correlation analysis was performed to assess the strength and direction of the relationships between remote work flexibility, technological adoption, employee wellbeing, and employee productivity. The results are shown in Table 4.

Table 4. *Pearson's Correlation Analysis*

Variable	RWF	TA	EW	EP
Remote Work Flexibility	1,000	0,568**	0,492**	0,614**
Technological Adoption	0,568**	1,000	0,543**	0,676**
Employee Wellbeing	0,492**	0,543**	1,000	0,589**
Employee Productivity	0,614**	0,676**	0,589**	1,000

Source: Data Processed by Author, 2024

The correlation results show significant positive relationships between all variables. Remote work flexibility, technological adoption, and employee wellbeing are all positively correlated with employee productivity. The strongest correlation exists between technological adoption and employee productivity ($r = 0.676$, $p < 0.01$), followed by remote work flexibility and employee productivity ($r = 0.614$, $p < 0.01$), and employee wellbeing and employee productivity ($r = 0.589$, $p < 0.01$).

5. Challenges and Barriers

The thematic analysis of the open-ended responses revealed several challenges and barriers faced by SOEs in implementing remote work flexibility, technological tools, and wellbeing programs. Common themes included resistance to change from leadership, inadequate digital infrastructure, and a lack of comprehensive wellbeing programs. Employees also highlighted difficulties in maintaining a work-life balance in remote settings and the need for more training on digital tools to improve their efficiency.

Discussion

1. Impact of Remote Work Flexibility on Employee Productivity

The findings from this study confirm that remote work flexibility has a significant and positive impact on employee productivity, consistent with prior research that highlights the benefits of flexible work arrangements. The positive relationship between remote work flexibility and productivity can be attributed to several factors. First, remote work flexibility allows employees to have greater control over their work environment and schedule, which can reduce stress and increase job satisfaction. Employees who can choose their work location or adopt hybrid models may experience better work-life balance, ultimately leading to enhanced performance. Previous studies have emphasized that the ability to work remotely gives employees the autonomy to manage personal and professional responsibilities more effectively, reducing burnout and fostering engagementonally, the flexibility of remote work can minimize commuting time and costs, further contributing to increased productivity. Employees can allocate more time to their tasks rather than spend long hours commuting, which may also improve their concentration and focus. The significant effect of remote work flexibility identified in this study aligns with research conducted by Bloom et al. (2015), who found that employees working remotely were not only more productive but also exhibited lower absenteeism rates and higher levels of job satisfaction. The results underscore that remote work arrangements, when managed properly, can be a valuable tool for enhancing productivity in SOEs, where rigid work structures often prevail.

However, the success of remote work flexibility depends on the organization's support structure. Organizations need to ensure that employees are provided with the necessary resources, clear guidelines, and policies that enable them to make the most of these flexible arrangements. Without such support, the benefits of remote work may be diminished. As highlighted in this study, there were challenges identified, such as leadership resistance to change and inadequate digital infrastructure, which may hinder the full potential of remote work flexibility. Therefore, SOEs must address these barriers to maximize productivity gains from flexible work options.

2. Technological Adoption and Its Role in Enhancing Productivity

Technological adoption emerged as the most significant predictor of employee productivity in this study, highlighting the crucial role that technology plays in modern work environments, especially within remote work settings. This finding aligns with the growing body of literature that underscores the importance of digital tools in enhancing work efficiency, collaboration, and communication in organizations . Technoh as collaboration platforms, cloud-based services, and communication tools have enabled employees to maintain high levels of productivity, even when working from remote locations. The integration of these tools into daily work processes allows for seamless communication and coordination among team members, reducing delays and improving workflow efficiency.

Furthermore, this study found that the degree to which employees were digitally literate significantly affected their productivity. Employees who were well-versed in using digital tools reported higher levels of productivity, reinforcing the need for organizations to invest in digital literacy programs. The results also align with the technology acceptance model (TAM), which suggests that perceived usefulness and ease of use of technology positively influence employees' acceptance and utilization of technological tools, ultimately enhancing productivity . Organizations, ly SOEs, need

to ensure that their employees are equipped with the necessary skills to use the adopted technologies efficiently (Gefen et al., 2003).

However, the study also identified certain challenges, such as inadequate digital infrastructure and insufficient training programs, which may limit the effective adoption of technology. These barriers need to be addressed to fully leverage the benefits of technological tools. Investments in upgrading digital infrastructure and offering comprehensive training programs for employees can bridge this gap. Moreover, leadership in SOEs must play a proactive role in driving technological adoption, as resistance to change from top management was noted as a significant barrier. Creating a culture that embraces technological advancements will be critical for SOEs to thrive in an increasingly digital work environment.

3. Employee Wellbeing and Its Relationship with Productivity

Employee wellbeing was also found to have a positive and significant impact on productivity, consistent with existing literature that highlights the connection between wellbeing and performance . Employees who experience higher levels of wellbeing—both mental and physical—tend to perform better at work. Wellbeing programs, including mental health support, stress management initiatives, and work-life balance policies, are essential for fostering an environment where employees can thrive. This finding reinforces the importance of a holistic approach to managing employees' mental and physical health, particularly in remote work settings where feelings of isolation or burnout may arise.

The results suggest that organizations that invest in employee wellbeing not only improve the overall health of their workforce but also see tangible productivity benefits. This supports the "happy-productive worker" hypothesis, which posits that employees who are satisfied and feel supported are more productive and contribute positively to organizational outcomes . In remote work environments, wellbeing programs become even more critical as employees face challenges such as loneliness, stress, and difficulty separating work from personal life. Organizations that actively promote work-life balance and wellbeing initiatives are likely to see sustained productivity improvements.

However, as identified in the thematic analysis of this study, challenges such as a lack of comprehensive wellbeing programs and insufficient support from leadership in promoting these initiatives remain prevalent. For SOEs, these findings highlight the need to prioritize employee wellbeing as part of their strategic objectives. The implementation of targeted wellbeing programs, including virtual mental health support, ergonomic assessments, and flexible work hours, can significantly enhance employee satisfaction and productivity. Moreover, leadership must actively promote a culture of care and support, ensuring that wellbeing programs are integrated into the organizational fabric.

4. Challenges and Barriers to Implementation

While the findings indicate that remote work flexibility, technological adoption, and employee wellbeing are all significant contributors to employee productivity, several challenges were identified that may hinder the successful implementation of these initiatives in SOEs. Thematic analysis revealed that resistance to change from leadership, inadequate digital infrastructure, and insufficient training programs were key barriers to the effective implementation of remote work and technological adoption. Additionally, the lack of comprehensive wellbeing programs and support from leadership was highlighted as a significant challenge.

For SOEs to overcome these challenges, several recommendations can be made. First, organizations must focus on building a culture of openness to change. Leadership plays a pivotal role in shaping organizational culture, and resistance from top management can significantly slow the pace of transformation. SOEs need to adopt change management strategies that include clear communication, employee involvement, and leadership buy-in to foster a supportive environment for remote work flexibility and technological adoption. Second, investments in upgrading digital infrastructure and providing continuous training programs are critical for ensuring that employees can effectively use the technologies provided. Finally, wellbeing programs must be tailored to the specific needs of remote workers, with a focus on maintaining mental and physical health in a flexible work environment.

5. Theoretical and Practical Contributions

This study contributes to the existing body of literature by providing empirical evidence on the impact of remote work flexibility, technological adoption, and employee wellbeing on employee productivity in the context of SOEs. While previous studies have explored these factors individually, this research integrates all three dimensions and examines their combined effect on productivity in a public sector context. The findings extend the current understanding of how flexible work arrangements and technology adoption can be effectively leveraged to enhance productivity, while also emphasizing the importance of employee wellbeing in sustaining high performance.

Practically, the study offers valuable insights for SOEs seeking to enhance productivity in the digital era. The positive impact of remote work flexibility and technological adoption underscores the need for SOEs to embrace digital transformation and flexible work policies. Furthermore, the significant role of employee wellbeing highlights the importance of implementing programs that support both the mental and physical health of employees. By addressing the identified challenges and promoting a culture of innovation, SOEs can achieve higher productivity levels and adapt to the evolving demands of the modern workforce.

CONCLUSION

The findings of this study highlight the significant roles of remote work flexibility, technological adoption, and employee wellbeing in enhancing productivity among employees in state-owned enterprises (SOEs). Remote work flexibility allows employees to manage their work-life balance more effectively, leading to higher productivity levels. Technological adoption, particularly the integration of digital tools into daily operations, has emerged as the most crucial factor in driving employee performance. Additionally, employee wellbeing plays a pivotal role in sustaining productivity, emphasizing the need for comprehensive wellbeing programs. However, challenges such as resistance to change, inadequate digital infrastructure, and insufficient support for wellbeing initiatives remain barriers to success. Addressing these challenges through leadership commitment, investment in technology, and targeted wellbeing programs will enable SOEs to optimize productivity and adapt to the evolving work environment. Ultimately, this study provides valuable insights for SOEs aiming to enhance productivity in a remote and digital work context while ensuring the wellbeing of their employees.

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