

The Dynamics of Interaction and the Meaning of Presence in a Digital Work Environment: Efforts to Maintain Human Values in the Modern Workplace

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ABSTRACT

Digital transformation has fundamentally changed modern office management practices, particularly in how people work, communicate, and build social relationships within organizations. The shift from physical to virtual presence mediated by technology has improved efficiency, flexibility, and productivity. However, this transformation also presents challenges to essential human values such as empathy, solidarity, fairness, and emotional balance among employees. This study aims to examine the dynamics of interaction and the meaning of presence within the context of digital office management while formulating conceptual strategies to sustain human values amid the ongoing paradigm shift. Using a qualitative method through a literature review approach, this research highlights the concept of presence management as a strategic framework that places humans at the core of digital work systems. The findings emphasize the need to balance technological advancement with employees' psychological well-being through the implementation of policies such as the right to disconnect, flexible working hours, and empathetic digital communication guided by ethical principles. The human-centered office management approach is crucial for fostering productive, inclusive, and sustainable digital workplaces, while ensuring that technological advancements do not diminish the value of human presence or erode the core values of humanity in modern office management.

Keywords: Digital Office Management; Social Presence; Human Values; Presence Management; Digital Transformation



Received: 22 November, 2025

Accepted: 04 July, 2026

Available online: 02 August, 2026

DOI: 10.61242/ijabo.26.638

JEL Classifications: M12, M15, O33



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INTRODUCTION

Digital transformation has revolutionized the global work system and the way organizations manage their human resources. The Blagojević and Kecman study (2025) shows that digital transformation has driven a global shift towards a *hybrid* work model, in which more than 70% of organizations rely on collaborative technologies to improve communication efficiency, decision-making, and work productivity. This acceleration is increasingly visible in Indonesia after the COVID-19 pandemic, when office digitalization became an urgent need to keep operations running. This change not only improves administrative efficiency but also challenges the human values that have underpinned working relationships (Chaniago & Efawati, 2024, Nurain et al., 2024).

In this context, the meaning of "presence" in the workplace is undergoing a fundamental shift. Physical presence, which was previously a benchmark for engagement, is now shifting towards a virtual presence mediated by communication technology. This shift raises a new dilemma: on the one hand, technology strengthens connectivity and collaboration, but on the other hand, it can undermine empathy, solidarity, and emotional balance among employees (Walter, 2024; Efawati, 2024). This phenomenon raises fundamental questions about how humans can still be socially and emotionally "present" in an increasingly automated digital workspace.

Previous studies have examined various aspects of workplace digitalization, including communication efficiency (Blagojević & Kecman, 2025), employee psychological well-being (Usman, 2024; Efawati, 2020), and the role of social presence in building collaborative relationships (Kreijns et al., 2024). However, most research focuses on the context of global organizations and has not in-depth highlighted the humanitarian dimension in Indonesia's collectivist, relational-oriented work culture. This research gap indicates that few studies integrate the concepts of *social presence* and human values into the framework of digital office management, particularly in developing countries.

Based on these gaps, this research offers a new contribution by introducing the concept of *presence management* as a strategic approach to maintain a balance between digital efficiency and human values in the modern workplace. This concept places humans at the center of the digital work system, emphasizing the importance of empathy, justice, and psychological well-being in every office management policy. This approach is also in line with the demands of the *Fifth Industrial Revolution*, which prioritize human sustainability in organizational transformation (Rahadi et al., 2025).

Thus, this study aims to examine the dynamics of interaction and the meaning of presence in the digital work environment in Indonesia, and to formulate a conceptual strategy that can maintain human values amid this paradigm shift. This research is expected to make an academic contribution by developing a conceptual model of *presence management* relevant to Indonesia's socio-cultural context, as well as to provide practical guidance for organizations to build a productive, inclusive, and sustainable digital work environment without sacrificing the meaning of human presence.

LITERATURE REVIEW

Digital Transformation and the Modern Work Environment

Digital transformation is a comprehensive process of integrating digital technology into all organizational activities to increase efficiency, productivity, and competitiveness. However, more than just technology adoption, digital transformation also represents a paradigm shift in how organizations are run. Organizations are not only required to be

technically efficient but also adaptive, intelligent, and able to interpret changes in the environment quickly. In the view of Dănișor and Dănișor (2023), the success of digital transformation is measured not only by the presence of cutting-edge technological systems but also by organizations' ability to build consistency and adaptive intelligence amid global social and economic changes.

The phenomenon of digital transformation has changed almost all aspects of organizational life. Business strategies, management systems, planning patterns, and communication mechanisms have undergone a fundamental shift. This change marks a shift from a traditional hierarchical, bureaucratic organizational model to a more open, *agile*, and collaborative one. On the one hand, digitalization offers operational efficiency and improved service quality; on the other hand, it also demands a renewal of the way all members of the organization think and work. In this context, technology is not just a tool, but an integral part of how organizations function and interact.

Cutting-edge technologies such as artificial intelligence, machine learning, cloud *computing*, robotics, and the Internet of Things (IoT) are now part of modern organizational infrastructure (Tudose, 2025). The integration of this technology enables more efficient, responsive, and data-driven work processes. However, the impact is not always linear and positive. The widespread use of technology also reshapes organizational structures, changes individual roles, and influences patterns of social interaction in the workplace. In other words, digital transformation involves not only changing the tools but also the values, roles, and characteristics of the individuals within the organization.

One of the most noticeable aspects of this transformation is the shift in how we communicate and collaborate. The modern work environment is adopting a hybrid model that combines face-to-face work with *remote work*. Devices such as Zoom, Slack, and Microsoft Teams are the main infrastructure of digital communication (Blagojević & Kecman, 2025). The app enables cross-regional and cross-cultural teams to interact in real time, share information, and make decisions collaboratively. However, this convenience also presents new challenges, including *information overload*, miscommunication, and reduced social interaction among employees.

Kojima et al. (2021) propose *Social Presence Theory* to analyze digital communication in this context. This theory explains how the quality of interaction between individuals is affected by a person's level of "social presence" in communication media. The higher a person's sense of social presence, the greater the emotional involvement and empathy in work interactions. Therefore, while technology enables cross-border communication, it cannot always replace the emotional closeness and human presence that arise from face-to-face interactions. This is the main challenge in maintaining human values in a modern, all-digital workplace.

Digital transformation also encourages generational diversity and backgrounds in a single workspace. People from different generations, from *baby boomers* to *digital natives*, now work side by side, bringing with them values, habits, and expectations that are not always in sync. Research by Markaki and Chadjipadelis (2023) shows that the success of modern organizations is determined not only by the level of technology use but also by the organization's ability to foster an open work culture, egalitarian communication, and a less hierarchical structure. In other words, the success of digital adaptation must be accompanied by a humanistic strategy that puts people at the center of innovation and collaboration.

Nevertheless, it cannot be ignored that technological advances also give birth to new pressures on individuals. Working remotely often leads to a sense of isolation, reduced motivation, and decreased employee participation. The boundaries between work

and personal life are becoming increasingly blurred, leading to stress and digital *fatigue*. Employees also often face pressure to remain constantly online, which increases the risk of burnout (Usman, 2024).

For this reason, modern organizations need to implement a more humane approach in their digital management. Employee welfare programs, flexible work policies, and empathy-oriented communication are important steps toward maintaining organizational sustainability in the digital era. In addition, in balancing between technology optimization and human well-being, it is important to integrate social systems (people, interactions, values) and technical systems (tools, procedures, technologies) so that organizations can function harmoniously and sustainably.

Therefore, digital transformation must be understood as a complex process of social evolution, not just technological advancement. It requires a balance between the sustainability of human values and the efficiency of digital technologies in the workplace. The contemporary work environment must be not only productive and data-driven but also meaningful, caring, and supportive of employees' psychological well-being. Organizations no longer depend on how technologically advanced they are, but on the extent to which they can provide a consistent human presence in an ever-evolving digital work system.

The Concept of Presence in the World of Work

Etymologically, the term presence comes from the word present, which in the *Great Dictionary of the Indonesian Language* (KBBI) is interpreted as "exist". In contrast, presence is interpreted as "the presence of a person or group of people in a place". This definition emphasizes the existential aspect of a person within a particular space. In English, the equivalent of the word present is *presence*, which, according to the *Oxford Dictionary*, means "*the fact of being in a particular place*". On the other hand, the antonym of present is absent, which in KBBI is interpreted as "not entering" or "not present", thus describing the absence of a person in a location. In English, the word *absence* is defined as "*the fact that somebody is away from a place where they are usually expected to be*".

In general, *presence* can be understood as a person's feeling of being present, both physical and psychological, in the context of an interaction. Presence not only means being physically present in the same place, but also includes feelings of connection, care, and engagement between individuals. In the development of communication technology, the meaning of presence expanded beyond physical presence to include how a person can be "presented" through digital media.

In line with these developments, the *Social Presence* theory emerged, which was first introduced by Short, Williams, and Christie to explain how communication between individuals is formed through telecommunication media and the extent to which these media allow individuals to perceive the presence of others in absolute terms (Kreijns et al., 2021). They define *social presence* as a person's psychological presence in social interactions mediated by technology, in which individuals perceive others as if they were physically present (Kreijns et al., 2021).

According to Short et al. (as cited in (Kreijns et al., 2021), each communication medium has different abilities to convey social and emotional messages through verbal and nonverbal cues. The greater a medium's ability to channel these signals, the greater the level of *social presence* users feel. Thus, *social presence* is considered a quality of the communication medium itself, which determines how "real" interpersonal relationships can be perceived in those interactions.

In the context of modern digital communication, the theory of *Social Presence* has become particularly relevant to understanding how individuals build relationships and collaborations through online platforms such as email, video conferencing, and social media. The higher the perception of social presence in the media, the more effective the communication and connectivity that exists between users.

In relation to this theory, the concept of *Telepresence* and *Virtual Presence* explains the extent to which a person feels "present" in a technology-mediated environment. *Virtual presence* is the feeling of being inside a digital world created entirely by a computer. In these situations, one's senses and mind can be so involved that the experience feels real. According to Fofana (2023), the higher the level of virtual attendance, the greater the sense of involvement and effectiveness of learning. This is important in today's digital world of work, where interaction and collaboration are often done online.

In contrast, telepresence describes the experience of being "present from afar," in which a person can interact with or control physical devices in another location via remote technology. So, virtual presence refers to the artificial digital world, whereas telepresence refers to physical systems operated remotely. A sense of presence in digital media can manifest in three forms: physical presence, social presence, and self-presence. All three describe the extent to which a person feels truly present, interacts, and is aware of his or her role in the digital environment (Kreijns et al., 2024).

In one of his articles, Pakpahan (2021) highlights fundamental changes in how humans experience presence amid the development of the digital space, especially since the COVID-19 pandemic. He explained that attendance is no longer limited to physical or face-to-face forms, but can also be mediated through virtual spaces created by digital technology. Pakpahan (2021) departs from Martin Heidegger's thinking about *being-in-the-world*, arguing that actual presence is not just the body's existence in a place, but also includes human awareness of one's own existence and one's relationship with others in a particular space. In the digital context, this awareness extends to being-in-the-digital-world, where individuals can still experience coexistence with others despite being mediated by screens and internet networks.

Furthermore, Pakpahan (2021) also cites Jacques Derrida's critique of the traditional understanding of presence as direct and physical. According to him, in the digital space, presence is manifested through signs, traces, and representations, such as text, images, sounds, or videos, which allow a person to be "present" and "recognized" by other subjects. Thus, virtual presence is not synonymous with physical absence, but rather a form of presence represented through symbolic media and technology. In this framework, the digital space is understood as a place where human presence is represented symbolically and relationally (Pakpahan, 2021).

Pakpahan (2021) states that interaction between individuals in the digital space is possible only if everyone is aware of their own presence and acknowledges others'. Presence is not simply defined as "logging in" or "appearing on the screen", but demands emotional engagement, awareness, and active inter-subject relationships. This means that even though digital media such as Zoom, YouTube, and social platforms provide a space for interaction, a new form of presence emerges when subjects are aware of each other and acknowledge each other's existence through those media. This thinking emphasizes that virtual presence is relational and contextual, and depends on how humans build meaningful relationships in digital spaces constrained by technological representations (Pakpahan, 2021).

Dynamics of Interaction, Human Values, and Psychological Challenges in the Digital Work Environment

Digital transformation has changed how employees do their jobs, but it has also increased workload and psychological pressure. In remote work, there is a new expectation that employees must always be connected and ready to work at any time. This causes the boundaries between work and personal life to become unclear and creates a work culture that requires employees to always be prepared. Tudose (2025) states that this phenomenon contributes to the emergence of technostress, namely, stress arising from the continuous use of digital technology, frequent device updates, and the constant demand to adapt to new tools and systems in the workplace.

Additionally, employees working in a wholly digital environment report higher job satisfaction than those in a traditional work environment. This is due to hyperconnectivity, which makes it difficult for them to break away from the flow of digital communication, as well as the loss of clear boundaries around working time. As a result, the balance between work and personal life is disrupted, negatively impacting employees' psychological well-being. The Tudose (2025) study also showed that around 20% of employees felt lonely in recent days due to reduced face-to-face interaction, which is an impact of the digitalization of the work environment and the increase in remote work.

Given this situation, it emphasizes the importance of a human-centered approach at the organizational level to mitigate the negative impact of digital transformation. This approach includes policies that support employees' mental health and work-life balance, and that establish an ethical, inclusive, and sustainable digital work environment. Thus, organizations must view digital transformation not only as an effort to improve efficiency, but also as a moral and social challenge that demands a commitment to human values.

In a technology-rich digital work environment, the sustainability of human interaction remains highly dependent on the values that underpin interpersonal relationships. Values such as empathy, respect, fairness, integrity, and honesty serve as guidelines that shape the quality of communication and collaboration between individuals. These values shape social behavior within organizations, influencing how people understand others, manage differences, and respond to complex work dynamics. When human values are integrated into the work culture, professional relationships are not just transactional; they become mutually respectful and emotionally supportive.

The application of human values has direct implications for creating an inclusive work environment. Inclusivity not only ensures the existence of diversity but also ensures that everyone feels valued, that their contributions are respected, and that they are given space to participate fully. An environment that values empathy and respect fosters a sense of belonging, strengthens psychological well-being, and reduces emotional barriers in the workplace. When the empathic dimension is present in daily interactions, both virtually and face-to-face, it is easier for employees to establish healthy interpersonal relationships, even as work processes are increasingly mediated by technology.

Human values also play an important role in fostering psychological safety, a condition in which individuals feel free to express opinions, offer feedback, or offer criticism without fear of social consequences. This psychological safety is particularly relevant in the context of digital work, which often creates emotional distance due to limited nonverbal expression. With a foundation of empathy, appreciation, and justice, the dynamics of digital communication can still result in warm, open, and collaborative interactions. Psychological safety is also an important factor in preventing emotional exhaustion, burnout, and the tendency to withdraw from technology-based communication due to its intensity.

Values such as empathy and fairness have a regulative function in social relationships, especially in preventing the escalation of conflict and strengthening connections between individuals in teams. By understanding other people's points of view and respecting differences, organizations can reduce miscommunication that often arises in virtual interactions. These values become increasingly important as organizations become more diverse, with individuals from diverse cultures, generations, and communication preferences. In a digital context that often speeds up work rhythms and reduces the depth of interaction, the presence of human values ensures that the quality of human relationships is maintained.

Integrity and commitment to justice also strengthen employees' perceptions of procedural fairness and equal treatment. This perception directly impacts job satisfaction, motivation, and employee engagement, as well as the formation of a stronger organizational moral structure. When fairness and reward become the norm in interactions, digital work dynamics can be more humane and sustainable.

Thus, human values function as social anchors that maintain the quality of human interaction in the digital work environment. Although technology accelerates work processes and changes the form of communication, values such as empathy, fairness, and respect ensure that work relationships maintain an emotional and social dimension that is essential to the well-being and meaningfulness of work (Biswas, 2024).

Technology-mediated work interactions, particularly through video conferencing platforms, bring fundamental changes to the dynamics of communication and employee social experiences. Virtual communication requires individuals to pay greater attention to facial expressions and voice intonation, and to process social cues more slowly. Hence, the cognitive burden is much greater than in face-to-face interactions. This condition explains the emergence of Zoom fatigue, a form of mental fatigue that arises from prolonged use of video conferencing platforms that demand intensive concentration and greater self-control. This experience of fatigue is not only influenced by the duration of the meeting, but also by the visual character of the platform, which forces the individual to constantly monitor themselves on the screen, increasing excess self-awareness and psychic pressure in communicating digitally. In addition, the limitations of body language and signal delays in virtual communication make interactions feel less natural, reduce emotional spontaneity, and reduce the quality of social presence, which is usually built through face-to-face communication. The accumulation of such factors results in social and emotional burnout, exacerbates work stress, and inhibits the individual's capacity to engage in interpersonal relationships in a digital work environment fully (Kreijns et al., 2024).

Efforts to Maintain Human Values in the Digital Work Environment

Humanism in the digital age highlights the critical intersection between human values and digitalization, underscoring the urgency of developing an ethical framework that places human dignity and well-being at the core of modern technological development. Behind the appeal of efficiency and the benefits offered by technology lies a risk of eroding the basic principles of humanism that underpin human social and moral relationships. Therefore, digitalization needs to be guided by an ethical approach that ensures every innovation remains grounded in human values and social responsibility.

In this context, digital *ethics* is a fundamental principle for upholding human values in the workplace. With digital ethics, individuals and organizations must acknowledge, exemplify, and foster behavior that conforms to ethical standards during interactions on digital platforms (Efawati & Rinawati, 2026). Digital ethics includes internet ethics (*netiquette*), which is the ability to recognize and avoid harmful content

such as hoaxes, hate speech, pornography, and cyberbullying, an understanding of how to participate and collaborate ethically, and the ability to interact and make electronic transactions in accordance with applicable regulations (Rusmawan et al., 2024). In the digital work environment, organizations need to pay attention to digital welfare policies, which are a crucial aspect in fostering a more humane work environment amid the intensity of digitalization.

Digital fatigue is a growing concern in today's technology-driven work environment, which requires effective strategies for prevention and management. A significant change from this transformation is a considerable increase in the adoption of the Work From Home (WFH) trend. Although digitalization has a positive impact and eases the execution of work tasks, the increasing prevalence of WFH also poses challenges that permeate the psychological dimension for the individuals involved (Agrawal et al., 2023). Misinterpretation of the concept of "unlimited" in WFH systems is often a major trigger of digital fatigue, which, in turn, can result in significant performance degradation (Thilagavathy & Geetha, 2021).

The Work From Home (WFH) system during COVID has increased workers' dependence on digital devices and platforms for communication, collaboration, and completing work tasks. It has led to continuous access to these platforms. A heavy reliance on digital devices such as email, messaging apps, video conferencing, and other platforms, without a clear separation between work and personal life, can lead to mental stress, eye strain, and cognitive fatigue, all of which are significant indicators of digital fatigue (Sari et al., 2025).

Given the above problems, organizations need to implement solutions that create a healthy digital work environment. The right step is to develop a multidisciplinary approach that involves organizational policies, digital workload management, and the design of a more inclusive work environment. The *"Right to Disconnect"* policy is crucial and should be the organization's primary concern because it regulates employees' right not to be connected to work outside working hours. This policy establishes a boundary between employees' professional and personal lives and helps them manage work pressure while maintaining their emotional health (Sari et al., 2025). To manage organizational workload, *a no-meeting day policy can be implemented*. This policy allows employees to focus on core work without interruption, thereby increasing concentration and work efficiency.

Conceptual Framework and Strategy for Presence Management

Presence management in the digital work environment is a conceptual framework that aims to maintain the quality of human connectedness amid the increasingly dominant use of technology in organizational activities. In this context, presence is no longer understood simply as a physical aspect but rather as a psychosocial experience that includes the perception of existence, emotional engagement, and recognition among individuals, mediated by technology. Skootsky et al. (2023) emphasized that digital presence is a relational construct shaped by perceptions of connectedness and by the ability of communication media to convey social signals. Therefore, attendance management must consider the interaction among technological devices, employees' subjective experiences, and the human values that underpin professional relationships.

In the digital workspace, communication media are the primary determinant of how others perceive a person's presence. The media richness theory holds that the richer a channel is in conveying social cues, such as facial expressions, intonation, and spontaneous responses, the higher the quality of the presence (Wempe & Collins, 2024). However, the use of rich media does not always guarantee meaningful interactions,

especially when organizations fail to integrate psychological and social aspects into their communication design. This aligns with the findings of Skootsky et al. (2023), who found that perceptions of presence in remote work are more influenced by emotional experiences and a sense of community than by the device's technical quality. As such, presence management should focus on creating relational experiences that increase engagement, rather than simply presenting employees virtually.

In addition to technological and psychological aspects, the success of presence management is also greatly influenced by the organizational culture and human values adhered to. Biswas (2024) argues that empathy, respect, and justice are values that function as "guardians" of the quality of human relationships in a digital space that tends to be anonymous and fast. In Indonesia, the collectivist culture emphasizes emotional closeness and interpersonal relationships as important elements in work collaboration. Research by Putri et al. (2024) shows that Indonesian employees experience greater social presence when communication is conducted in a warm, egalitarian manner rather than solely task-oriented. Therefore, presence management strategies in local contexts should incorporate cultural adaptation and social sensitivities into the operational framework.

Attendance management is also inseparable from the urgency of creating psychological security in digital interactions. Tkalich et al. (2024) explain that psychological safety is a significant prerequisite for healthy collaboration, especially in environments that demand long-distance communication. When employees feel overly supervised or pressured to stay online, the quality of their attendance decreases, and interactions become mechanical. The phenomenon of hyperconnectivity has even been shown to increase the risk of burnout and disrupt the balance between personal and work life (Usman, 2024). This condition shows that excessive digital presence is not synonymous with engagement, so organizations need to manage the rhythm of communication and set clear work boundaries.

In a strategic framework, attendance management requires a blend of organizational policies, technology design, and human-centered communication practices. Blagojević and Kecman (2025) emphasize the need for communication standards that address employees' emotional needs, including selecting appropriate communication media, regulating the frequency of online meetings, and providing empathy-based communication training to improve cross-generational interactions. In addition, integrating human values into digital policies is an important step to ensure that digital transformation does not eliminate the meaning of human presence in work relationships (Rahadi et al., 2025). This approach requires organizations to balance technology use with the development of healthy social relationships, so that the quality of collaboration is maintained even as the workspace becomes increasingly digitized.

By integrating technological, psychological, and humanistic aspects, presence management can be understood as an operational model that ensures human presence remains central to digital collaboration. The right combination of media, healthy emotional experiences, strong human values, and organizational policies that support work-life balance makes attendance management a fundamental strategy for building a digital work environment that remains humane, inclusive, and sustainable. This model emphasizes that the success of an organization in the digital work era is not only measured by technological efficiency but also by its ability to maintain the meaning of human presence and connectedness in an ever-changing work system.

RESEARCH METHOD

This study uses a qualitative approach and a *systematic literature review*, following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol in 2020. This approach was chosen to provide a comprehensive, measurable picture of interaction dynamics, the meaning of presence, and efforts to maintain human values in the context of digital office management. The study is conducted systematically through four main stages of the PRISMA framework: identification, screening, feasibility, and inclusion.

The first stage is identification, in which researchers search the literature across six leading academic databases: Scopus, Emerald Insight, ScienceDirect, Taylor & Francis Online, Google Scholar, and Garuda SINTA. The search was conducted from January to October 2025 using a combination of keywords, including "*digital workplace*", "*office management*", "*presence management*", "*social presence*", "*human values*", and "*digital transformation*". The search is performed using Boolean operators (*ANDs*, *ORs*) to expand the range of results. As a result of this process, 127 scientific articles were obtained in accordance with the research theme.

The next stage is filtering, where the entire set of article searches is checked for duplication and assessed for relevance based on the title and abstract. After the screening process, 78 articles remained and were further examined to determine their suitability for the research topic. At the eligibility stage, 42 articles were read in full to assess their relevance to the concepts of digital presence, social interaction, and human values in the modern workplace. Finally, at the inclusion stage, a total of 22 articles were selected as the primary sources that met the study criteria, covering empirical and conceptual research published between 2020 and 2025, both in Indonesian and English. The article selection process is summarized in the PRISMA diagram in Figure 1.

Data analysis was conducted using *qualitative content analysis to identify* the main themes that emerged from the literature review. This process begins with coding key concepts such as *digital transformation*, *social presence*, *human values*, and *presence management*. The results of the coding are then synthesized into three main themes, namely the dynamics of digital interaction, the value of humanity in the workplace, and *presence management strategies*. These three themes were analyzed to develop a conceptual model that explains the relationships among technological advancements, employee social experiences, and psychological well-being in a digital work environment.

To maintain the reliability and validity of the study results, the selection and analysis processes were carried out independently by two researchers, who then compared their interpretations to assess their suitability. The difference in results is analyzed through discussion until a final consensus is reached. Thematic validity is also strengthened through the triangulation of theories from various disciplines, including management, organizational communication, and work psychology. With this systematic approach, the research is expected to provide a strong conceptual basis for developing *presence management* as a humanistic strategy in digital office management.

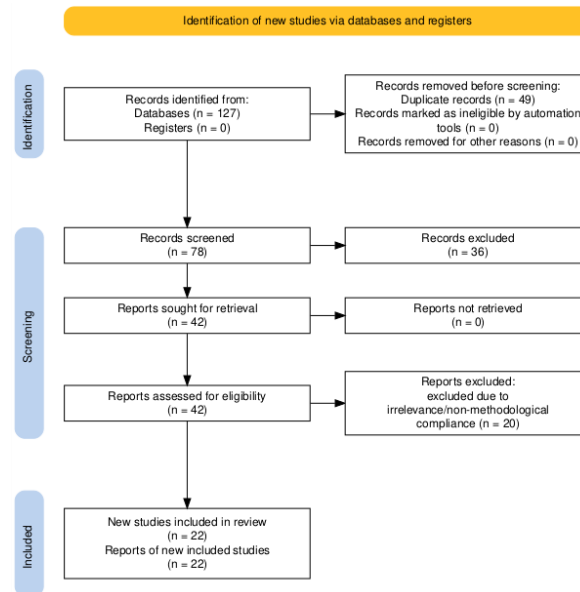


Figure 1. Model of Research
 Source: Own Compilation, 2025

RESEARCH RESULTS

Several studies have previously examined the dynamics of interaction and presence in the digital work environment. A summary of previous studies related to digital presence and human values in the workplace is presented in Table 1, showing that most research highlights efficiency and communication performance but has not yet integrated a holistic human-centered perspective. Rahadi et al. (2025) show that digital transformation can increase organizational efficiency but has the potential to erode human values in daily work relationships. In the context of virtual work, Sarwesti et al. (2023) stated that the level of *co-presence* or a sense of togetherness among employees tends to decrease as interactions occur more often through online platforms. Blagojević and Kecman (2025) also emphasized that digital empathy has an essential role in maintaining the effectiveness of team communication in a hybrid work model. On the other hand, Tkalič et al. (2024) found that psychological safety is a crucial factor that affects employee engagement and well-being in remote work settings. The human value approach is also affirmed by Biswas (2024), who shows that empathy and justice are essential foundations for creating an inclusive and sustainable digital workplace. Although it makes a significant contribution, the research still has limitations, especially in its holistic integration of the dynamics of digital presence, human values, and operational strategies in office management.

Table 1. Previous Related Research

Researcher & Year	Research Focus	Key Findings	Implications for Office Management
Rahadi et al. (2025)	Digital transformation and organizational behavior	Efficiency increases but human value decreases	Need for a human-centered office management policy
Sarwesti et al. (2023)	<i>Co-presence</i> in virtual work	Decreased sense of community in online work	The importance of an empathetic communication strategy

Blagojević & Kecman (2025)	Digital communication in hybrid work	Digital empathy increases team effectiveness	Integration of empathy in an organization's digital culture
Tkalich et al. (2024)	<i>Psychological safety</i> in remote work	Autonomy improves well-being and engagement	The need for a psychologically safe space in the digital office
Biswas (2024)	<i>Psychological safety</i> in remote work	Empathy and fairness strengthen employee loyalty	Humanitarian values as the basis of digital organizational culture

Source: own compilation (2025)

DISCUSSION

Attendance Dynamics and Interaction Changes in the Digital Work Environment

The study's results show that digital transformation has changed how individuals interact and understand presence in organizations. Physical presence, which used to be the primary measure of engagement, is now shifting to a virtual presence mediated by communication technology. In line with *the Social Presence theory* outlined by Kreijns et al. (2024), the quality of work interaction is determined by the extent to which digital media can foster a sense of social presence among employees. In other words, although technologies such as Zoom or Microsoft Teams facilitate long-distance communication, a sense of community and emotional closeness are not always irreplaceable (Blagojević & Kecman, 2025).

This phenomenon shows that virtual presence is not only a technical problem, but also a psychosocial problem. Actual presence demands emotional involvement and recognition between individuals (Pakpahan, 2021). In the context of digital organizations, overly mechanical interactions can degrade the quality of interpersonal relationships and weaken the meaning of "presence" itself. Therefore, the aspect of social presence needs to be managed consciously through *a presence management approach* that places human relationships at the core of digital communication (Skootsky et al., 2023).

The Challenge of Human Values in Digital Work

A literature review shows that digitalization brings both efficiency and challenges to human values in the workplace. Employees now face pressure to stay connected, which contributes to the emergence of digital *fatigue* and technological stress (Tudose, 2025; Sari et al., 2025). This situation has the potential to erode the empathy, sense of togetherness, and emotional balance that characterize human relationships (Biswas, 2024).

In the context of office management, this phenomenon demands a shift from a technological to a humanistic orientation. Values such as empathy, respect, and fairness are important guidelines for maintaining inclusive and meaningful work interactions (Biswas, 2024). When organizations ignore the emotional dimension of employees, productivity may increase in the short term, but the sustainability of social relationships and psychological well-being will decrease. This confirms the view of Rahadi et al. (2025) that in the era of *the Fifth Industrial Revolution*, the meaning of presence is not only physical, but also psychological and social.

Attendance Management Strategy and Organizational Humanization

Based on the synthesis results, efforts to maintain human values in digital work must be carried out through a human-centered presence management model. This model requires organizations to balance the use of technology with employees' social needs, foster *psychological safety*, and provide space for healthy emotional expression (Tkalich et al., 2024; Usman, 2024).

Implementing policies such as flexible working hours and connectivity restrictions is the first step towards a more humane work system. In addition, digital ethics should serve as a moral guideline for online interactions, ensuring that relationships between employees are grounded in a sense of responsibility, justice, and respect for human dignity (Rusmawan et al., 2024). In line with this, Blagojević and Kecman (2025) affirm the importance of warm, egalitarian communication in maintaining social presence, especially in the context of collaborative Indonesian culture (Putri et al., 2024).

Thus, this discussion emphasized that the success of digital office management depends not only on technological sophistication but also on the organization's ability to maintain a balance between system efficiency and meaningful human relationships. An actual presence in the digital space can only be realized if organizations base every interaction and work policy on human values.

Based on the results of the literature synthesis, this study presents a conceptual model, *the Presence Management Framework*, for digital office management. This model explains the relationship between three main dimensions, namely: (1) advances in digital technology that change work structures and patterns; (2) the dynamics of social and psychological interaction of employees in virtual workspaces; and (3) human values that are the basis for the sustainability of the organization. Digital technology acts as a catalyst, shaping how individuals interact. At the same time, the quality of those interactions determines the extent to which human values such as empathy, justice, and solidarity can be maintained. Ultimately, integrating technology and human values will foster psychological well-being and a more meaningful presence for employees in the digital work environment.

Thus, this article not only confirms the importance of efficiency-oriented digital transformation but also introduces a humanistic approach in modern office management. This conceptual framework can be used as a basis for further research to examine the linkages between digital presence, human values, and work well-being, as well as a practical reference for organizations in designing digital policies that keep people at the center.

CONCLUSIONS

Digital transformation has revolutionized office management practices by introducing technology-based efficiency, but it also poses new challenges for maintaining the human dimension in the workplace. In the context of office management, digitalization is not only changing administrative and communication systems but also shaping how employees feel about their presence and involvement in the organization.

Employee attendance is no longer measured by physical presence in the office, but by participation and digital connectivity. Therefore, modern office management needs to develop *presence management*, a strategic approach to managing virtual presence to remain socially and emotionally meaningful. This includes empathetic digital communication design, flexible work policies, and connectivity restrictions to maintain work-life balance.

Human values such as empathy, fairness, and respect must be integrated into every office management policy and procedure. Implementing *digital ethics*, *the right to disconnect*, and *no-meeting days* is an important part of *human-centered office management*. Thus, the primary focus of office management in the digital era is not just technology optimization, but also ensuring that the digital work environment remains humane, inclusive, and sustainable. The success of an organization will be determined by its ability to balance digital efficiency with the meaning of human presence in every work interaction.

While this study conceptually contributes to understanding digital presence and human values in modern office management, it has limitations as it relies solely on secondary data. As a result, the findings remain general and may not fully capture the nuanced variations of digital practices across different organizational contexts.

Therefore, future research is encouraged to adopt empirical approaches such as surveys, interviews, or case studies to examine how presence management is implemented in various types of organizations. Further studies may also explore generational differences, cultural factors, and levels of technological maturity to refine and expand the conceptual framework proposed in this study.

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