

Work From Anywhere Implementation in Human Resource Management: A Thematic Literature Review

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Abstract

The Objectives -. This study aims to synthesize the determinants, implementation challenges, and organizational outcomes of Work From Anywhere (WFA) from a Human Resource Management (HRM) perspective.

The Methods/approaches -. A literature review was conducted using 33 Scopus-indexed articles retrieved with the keyword "Work From Anywhere". The search was limited to publications from 2020-2026, document type Article, subject area Business, Management and Accounting, and English-language publications. The selected studies were analyzed using a thematic synthesis approach.

The Results - Indicate that successful Work From Anywhere implementation is influenced by leadership, communication, organizational trust, digital readiness, and adaptive HRM practices. The review also identifies major implementation challenges, including technostress, blurred work-life boundaries, and social isolation. When effectively managed, WFA contributes to improved employee performance, psychological well-being, work-life balance, talent retention, and organizational agility.

The Research Implications - This review integrates fragmented evidence into three major themes, implementation determinants, implementation challenges, and organizational outcomes providing a comprehensive HRM perspective on Work From Anywhere. The findings offer a useful reference for future research and support organizations in developing effective and sustainable flexible work policies.

Keywords: Work From Anywhere; Human Resource Management; Literature Review; Workplace Flexibility

1. Introduction

Digital transformation has fundamentally reshaped the way organizations manage human resources. Advances in cloud computing, artificial intelligence, digital collaboration platforms, and internet connectivity have enabled employees to perform their work beyond traditional office settings. These developments have accelerated the emergence of Work from Anywhere (WFA) as a work model that allows employees to work from various locations while maintaining productivity and collaboration. Following the COVID-19 pandemic, WFA has evolved from an emergency response into a strategic organizational approach to enhance agility,



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efficiency, and competitiveness in an increasingly dynamic business environment (Taima and Asami 2020; Kolluru et al. 2021; Choudhury 2022; Bolisetty et al. 2023; Voll et al. 2023).

From the Human Resource Management (HRM) perspective, WFA has transformed many aspects of workforce management. Organizations are required to redesign leadership practices, communication systems, performance management, employee development, and HR policies to sustain productivity in geographically dispersed workplaces. Previous studies indicate that successful WFA implementation is influenced by leadership support, effective communication, organizational trust, digital readiness, and adaptive HR practices (Chaudhuri et al. 2022; Narbariya et al. 2022; Jacobis et al. 2023; Pillai and Prasad 2023; Rohman et al. 2026). Moreover, e-leadership and shared leadership have been shown to strengthen virtual collaboration and improve employee performance in flexible work environments (Jacobis et al. 2023; Rohman et al. 2026).

Several studies have reported that WFA generates substantial benefits for both organizations and employees. Workplace flexibility has been associated with higher employee performance, psychological well-being, job satisfaction, work-life balance, and organizational readiness for digital transformation (Chaudhuri et al. 2022; Jimad et al. 2024; Tóth et al. 2025). WFA also enables organizations to access broader talent pools regardless of geographical constraints, thereby strengthening talent acquisition and organizational adaptability (Nayak et al. 2025; Voll et al. 2023). These findings suggest that WFA has become an important strategic component of contemporary HRM.

Despite its advantages, WFA also introduces significant organizational challenges. Flexible work arrangements may increase technostress, blur work-life boundaries, contribute to emotional exhaustion, and reduce interpersonal interaction when organizational support is inadequate (Bolisetty et al. 2023; Tóth et al. 2025). Furthermore, WFA influences knowledge-sharing behavior, organizational trust, and employee socialization processes, highlighting the importance of knowledge infrastructure and collaborative organizational culture (Bashir et al. 2025a). Therefore, the effectiveness of WFA depends not only on technological capability but also on strategic human resource management.

Although research on WFA has expanded considerably, existing studies remain fragmented. Previous research has separately examined psychological well-being, leadership, digital transformation, employee performance, occupational health, workforce mobility, and knowledge management (Chaudhuri et al. 2022; Narbariya et al. 2022; Bolisetty et al. 2023; Pillai and Prasad 2023; Bashir et al. 2025a; Rohman et al. 2026). Consequently, a comprehensive synthesis integrating the determinants of WFA implementation, organizational challenges, and employee outcomes within a unified HRM perspective remains limited. Addressing this gap is important for developing a more holistic understanding of WFA and informing future organizational policies.

Therefore, this study conducts a literature review of Scopus-indexed publications retrieved using the keyword "Work From Anywhere" to synthesize the development of WFA research, identify the determinants of successful

implementation, examine organizational challenges, and explain its impact on employee outcomes from a Human Resource Management perspective.

2. Methodology

This study employed a thematic literature review to identify, analyze, and synthesize research on Work From Anywhere (WFA) from a Human Resource Management (HRM) perspective. A literature review provides a structured approach to integrating findings from previous studies, identifying recurring patterns and research gaps, and developing a comprehensive understanding of a research topic (Snyder 2019; Webster and Watson, 2002)

The literature search was conducted in the Scopus database on 7 August 2026 using the keyword "Work From Anywhere". The search was restricted using four predefined criteria: (1) publication years 2020–2026, (2) document type Article, (3) subject area Business, Management and Accounting, and (4) publication language English. The 2020–2026 period was selected to capture the development of WFA research during and after the COVID-19 pandemic, when flexible and location-independent work arrangements gained substantial attention. The Article document type was selected to focus the review on scholarly research articles, while Business, Management and Accounting was chosen to maintain alignment with the HRM and organizational focus of this study. English language publications were selected to ensure consistency in the screening and thematic synthesis process. Following the application of these criteria, 33 articles were retrieved for further review.

The retrieved articles were screened to ensure their relevance to the study objectives. The screening involved reviewing the titles, abstracts, and full texts, with a focus on studies related to WFA, HRM practices, employees, flexible work arrangements, and organizational outcomes. Following the search, filtering, and screening process, 33 articles were included in the final dataset.

Data were extracted from the selected articles, including authors, publication year, journal, research focus, and main findings. The extracted information was organized and compared across studies to identify recurring patterns and themes in the WFA literature.

The articles were subsequently analyzed using a thematic synthesis approach, drawing on the principles of thematic analysis proposed by (Braun and Clarke 2006). The analysis involved reading and comparing the studies, identifying recurring concepts and findings, grouping related findings into categories, and refining these categories into broader themes. This process enabled an integrated interpretation of patterns across the literature rather than merely summarizing individual studies.

The thematic synthesis resulted in three major themes: (1) factors influencing the implementation of Work From Anywhere, (2) challenges in the implementation of Work From Anywhere, and (3) the impact of Work From Anywhere on employees and organizations. These themes formed the analytical structure of the results and discussion. The overall literature search, screening, and analysis process is summarized in Figure 1.

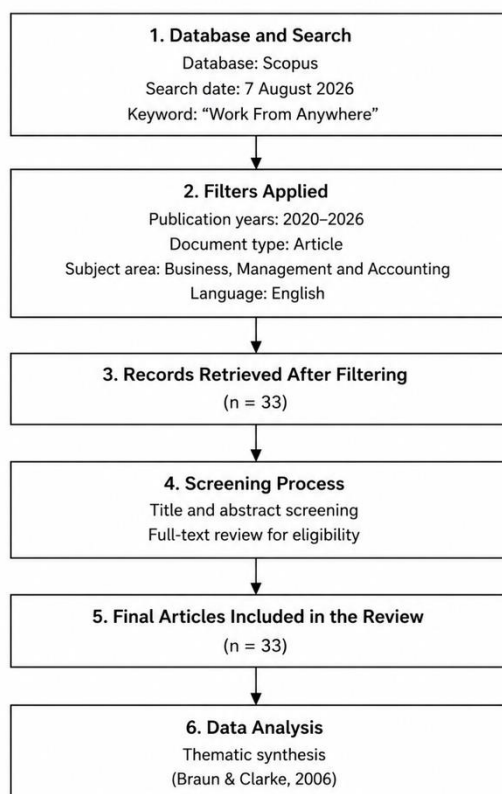


Figure 1. Literature search and screening process.

Source: Authors' literature search and screening process (2026).

3. Result and Discussion

3.1 Characteristics of the Selected Articles

Based on the literature search conducted in the Scopus database using the keyword "Work From Anywhere", with the search limited to publications from 2020–2026, document type Article, subject area Business, Management and Accounting, and English-language publications, a total of 33 articles met the selection criteria and were included in this review. These articles were systematically analyzed to identify the development of Work From Anywhere (WFA) research, the main research focuses, and the dominant themes emerging within the Human Resource Management (HRM) literature.

Overall, publications on WFA have increased considerably since 2020, indicating growing academic interest in response to the post-pandemic transformation of work and the acceleration of digitalization. Beyond workplace flexibility, recent studies have expanded to strategic issues such as digital leadership, psychological well-being, organizational transformation, knowledge management, digital nomadism, and organizational performance. The characteristics of the selected studies are presented in Table 3.1

Table 3.1 Characteristics of the Selected Articles

No.	Author	Year	Journal	Research Focus
1	Rohman et al.	2026	International Journal of Information Management Data Insights	Shared leadership and successful Work From Anywhere implementation
2	Nayak	2025	Journal of International Business Studies	Workforce mobility and organizational innovation
3	Bolisetty	2023	Australasian Accounting, Business and Finance Journal	Sustainable health in the Work From Anywhere era
4	Kolluru	2021	Economics – Innovative and Economics Research Journal	Post-pandemic work strategy
5	Chaudhuri et al.	2022	Personnel Review	Psychological well-being and HR leadership support
6	Jacobis et al.	2023	International Journal of Procurement Management	E-leadership and employee performance
7	Katta et al.	2026	International Journal of Computer Information Systems and Industrial Management Applications	Zero Trust and digital security
8	Jimad	2024	International Journal of Educational Management	Flexible working arrangements and employee performance
9	Pillai et al.	2023	Industrial and Commercial Training	Success factors of remote work and WFA
10	Wijaya et al.	2026	Journal of Economics and Management	Technostress and turnover intention
11	Narbariya et al.	2022	Personnel Review	Digital transformation and organizational change readiness
12	Bashir et al.	2025	Technological Forecasting and Social Change	Knowledge hiding and knowledge infrastructure
13	Senja et al.	2025	Journal of Indonesian Economy and Business	Flexible working space in the public sector
14	Tóth	2025	Humanities and Social Sciences Communications	Telework, psychological impact, and employee performance
15	Taima	2020	Cities	Geographical workforce mobility

16	Chu et al.	2024	Management Decision	Talent management and after-hours connectivity
17	Koričan Lajtman et al.	2023	International Journal of Organization Theory and Behavior	Challenges of working from home
18	Conradie et al.	2023	South African Journal of Business Management	Boundary management and online vigilance
19	Choudhury	2022	Academy of Management Annals	Geographic flexibility and future research agenda
20	McPhail et al.	2023	International Journal of Human Resource Management	Remote working and HRM
21	Kuchenbauer et al.	2026	German Journal of Human Resource Management	Location choice of knowledge workers
22	Chatterjee et al.	2023	Journal of Innovation and Knowledge	Digital workplace and organizational performance
23	Shukla	2022	SCMS Journal of Indian Management	Digital nomadism
24	Jurry et al.	2024	Quality – Access to Success	Development of digital information media
25	Choudhury	2020	Journal of Organization Design	Work From Anywhere organizational model
26	Mahmud	2025	World Customs Journal	Public sector performance in the digital era
27	Voll et al.	2023	World Leisure Journal	Conceptual review of Work From Anywhere and workation
28	Orel	2025	World Leisure Journal	Digital nomadism and work identity
29	Aroles et al.	2023	Work, Employment and Society	Meta-work and global mobility
30	Khan	2026	Gadjah Mada International Journal of Business	Digital nomadism and entrepreneurship
31	Agrawal et al.	2026	Benchmarking	Knowledge sharing, social media, and work performance
32	Tran et al.	2022	Personnel Review	Remote stakeholder management
33	Choudhury	2021	Strategic Management Journal	Productivity under geographic flexibility

Source: Processed from Scopus database search results (2026).

As shown in Table 3.1, research on Work From Anywhere has been predominantly published between 2022 and 2026, indicating a rapid increase in scholarly attention following the global shift toward flexible work arrangements after the COVID-19 pandemic. The selected studies were published in leading international journals, including Strategic Management Journal, Academy of Management Annals, Personnel Review, International Journal of Human Resource Management, Management Decision, and Journal of Innovation and Knowledge. This demonstrates that WFA has become an important research topic across Human Resource Management, organizational behavior, digital transformation, and strategic management.

Regarding research focus, the literature reveals a clear shift from examining workplace flexibility toward broader strategic issues in Human Resource Management. Recent studies extend beyond the operational aspects of flexible work by addressing digital leadership, HRM practices, psychological well-being, knowledge management, digital transformation, information security, and digital nomadism. This diversity highlights that Work From Anywhere is a multidimensional phenomenon requiring adaptive HRM strategies to maximize organizational benefits while effectively addressing the challenges associated with increasingly flexible work environments.

3.2 Factors Influencing the Implementation of Work From Anywhere

The synthesis of the selected studies indicates that the successful implementation of Work From Anywhere (WFA) is influenced by five key factors: leadership, Human Resource Management (HRM) practices, communication, organizational trust, and digital readiness. These factors complement one another in creating a work environment that supports collaboration, productivity, and organizational sustainability.

Table 3.2. Factors Influencing the Implementation of Work From Anywhere

Factor	Synthesis of Findings	Key References
Leadership	Adaptive leadership, <i>shared leadership</i> , and <i>e-leadership</i> enhance coordination, collaboration, and the performance of virtual teams.	(Chaudhuri et al. 2022; Jacobis et al. 2023; Rohman et al. 2026)
HRM Practices	Outcome-based performance management, digital competency development, and flexible HR policies facilitate successful WFA implementation.	(Pillai and Prasad 2023; McPhail et al. 2023; Jimad et al. 2024)
Communication	Effective communication strengthens coordination, minimizes misunderstandings, and improves employee engagement.	(Chaudhuri et al. 2022; Rohman et al. 2026)

Organizational Trust	Trust between organizations, leaders, and employees forms the foundation for effective collaboration in virtual work environments.	(Rohman et al. 2026; Bashir et al. 2025)
Digital Readiness	Reliable digital infrastructure supports collaboration, knowledge sharing, and continuity of work processes.	(Chatterjee et al. 2023; Narbariya et al. 2022)

Source: Authors' synthesis based on Scopus-indexed articles (2020–2026).

As presented in Table 3.2, leadership is the most frequently discussed determinant of successful WFA implementation. Virtual work environments require leaders to facilitate effective communication, strengthen coordination, and build trust among employees. Previous studies demonstrate that *shared leadership* and *e-leadership* improve collaboration, employee engagement, and team performance by promoting collective responsibility and technology-enabled interaction (Chaudhuri et al. 2022; Jacobis et al. 2023; Rohman et al. 2026). These findings suggest that leadership effectiveness extends beyond task supervision to fostering collaboration and maintaining employee commitment in geographically dispersed workplaces.

In addition to leadership, HRM practices play a crucial role in supporting WFA implementation. Organizations are encouraged to adopt outcome-based performance management systems, invest in digital skill development, and implement flexible HR policies that emphasize employee autonomy and accountability. Furthermore, effective communication and organizational trust are essential for maintaining coordination, strengthening interpersonal relationships, and encouraging collaboration among employees working from different locations (Pillai and Prasad 2023; McPhail et al. 2023; Jimad et al. 2024). These findings highlight that successful WFA depends not only on managerial policies but also on a work culture that promotes openness, trust, and continuous communication.

Another critical factor is digital readiness. Adequate digital infrastructure enables seamless communication, collaboration, and knowledge sharing across virtual workplaces. The literature indicates that organizations integrating digital technologies with strategic HRM practices and a collaborative organizational culture are more successful in implementing WFA than those relying solely on technological solutions (Narbariya et al. 2022; Chatterjee et al. 2023). Therefore, successful WFA implementation requires a balanced integration of leadership, HRM practices, communication, organizational trust, and digital readiness to establish a flexible, collaborative, and high-performing work environment.

3.3 Challenges in the Implementation of Work From Anywhere

Although Work From Anywhere (WFA) offers numerous benefits for both organizations and employees, the literature synthesis indicates that its implementation also presents several challenges that may affect organizational effectiveness. These challenges extend beyond technological issues and encompass psychological, social, and organizational dimensions. The major challenges identified in the reviewed studies are summarized in Table 3.3.

Table 3.3 Challenges in the Implementation of Work From Anywhere

Challenge	Synthesis of Findings	Key References
Technostress	Intensive use of digital technologies may lead to stress, fatigue, and reduced productivity.	(Wijaya et al. 2026; Bolisetty et al. 2023)
Work-Life Boundary	Flexible work arrangements often blur the boundaries between work and personal life, increasing role conflict.	(Conradie et al. 2023; Tóth et al. 2025)
Social Isolation	Reduced face-to-face interaction may weaken employee belongingness, collaboration, and social support.	(Chaudhuri et al. 2022; McPhail et al. 2023)
Knowledge Sharing	Virtual work environments may hinder knowledge exchange unless supported by effective systems and organizational culture.	(Bashir et al. 2025; Chatterjee et al. 2023)
Information Security	Increased workforce mobility raises cybersecurity and data protection risks, requiring stronger digital security measures.	(Katta and Gudimetla 2026; Chatterjee et al. 2023)

Source: Authors' synthesis based on Scopus-indexed articles (2020–2026).

As shown in Table 3.3, technostress is one of the most frequently discussed challenges associated with WFA implementation. Heavy reliance on digital technologies, continuous online communication, and expectations of constant availability may contribute to employee fatigue, stress, and lower well-being (Wijaya et al. 2026; Bolisetty et al. 2023). Furthermore, flexible work arrangements often blur the boundaries between work and personal life, making employees more vulnerable to role conflict and difficulties in maintaining work–life balance (Conradie et al. 2023; Tóth et al. 2025).

The literature also highlights social isolation, barriers to knowledge sharing, and information security concerns as significant organizational challenges. Reduced face-to-face interaction may weaken interpersonal relationships and collaboration unless organizations establish effective communication mechanisms (Chaudhuri et al. 2022; McPhail et al. 2023). In addition, knowledge sharing increasingly depends on digital platforms and collaborative organizational cultures (Bashir et al. 2025). The growing mobility of employees also increases cybersecurity risks, emphasizing the need for robust digital governance and information security systems (Katta and Gudimetla 2026).

Overall, the findings indicate that WFA implementation involves multidimensional challenges. Therefore, organizations should not only invest in digital technologies but also develop HRM policies that promote employee well-being, strengthen collaboration, and ensure information security to achieve sustainable and effective WFA implementation.

3.4 The Impact of Work From Anywhere on Employees and Organizations

The literature synthesis indicates that the implementation of Work From Anywhere (WFA) has significant implications for both employees and organizations. Most studies report that WFA enhances productivity, psychological well-being, and workplace flexibility when supported by effective leadership, adaptive Human Resource Management (HRM) practices, and adequate digital infrastructure. However, these benefits largely depend on an organization's ability to address the challenges associated with WFA implementation.

Table 3.4. The Impact of Work From Anywhere Implementation

Impact	Synthesis of Findings	Key References
Employee Performance	Workplace flexibility improves productivity, efficiency, and job performance when supported by appropriate work systems.	(Jimad et al. 2024; Rohman et al. 2026; Choudhury 2022)
Psychological Well-being	WFA enhances psychological well-being by providing greater flexibility and reducing commuting-related stress.	(Chaudhuri et al. 2022)
Work-Life Balance	Flexible work arrangements help employees balance professional and personal responsibilities.	(Conradie et al. 2023; Voll et al. 2023)
Talent Attraction and Retention	WFA expands access to talent while improving employee attraction and retention.	(Nayak et al. 2025; McPhail et al. 2023)
Organizational Agility	WFA strengthens organizational adaptability through digital technologies and flexible work systems.	(Narbariya et al. 2022; Chatterjee et al. 2023)

Source: Authors' synthesis based on Scopus-indexed articles (2020–2026).

As shown in Table 3.4, improved employee performance is the most frequently reported outcome of WFA implementation. Workplace flexibility enables employees to work more independently, thereby enhancing productivity, efficiency, and overall job performance. Furthermore, reduced commuting time allows employees to allocate more time to productive activities, contributing to better work outcomes (Choudhury 2022; Jimad et al. 2024; Rohman et al. 2026).

From an individual perspective, WFA also contributes to psychological well-being and work-life balance. Greater flexibility in choosing work locations enables employees to better manage professional and personal responsibilities, reducing work-related stress and improving job satisfaction (Chaudhuri et al. 2022; Conradie et al. 2023; Tóth et al. 2025). From an organizational perspective, WFA broadens access to talent beyond geographical boundaries, enhances employee retention, and strengthens organizational agility by leveraging digital technologies and flexible work systems (Nayak et al. 2025; Narbariya et al. 2022; Chatterjee et al. 2023).

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Overall, the review demonstrates that WFA generates positive outcomes for both employees and organizations when supported by adaptive leadership, effective HRM practices, and reliable digital infrastructure. Therefore, organizations should consider WFA as a long-term HRM strategy that not only improves employee performance but also enhances employee well-being and organizational competitiveness.

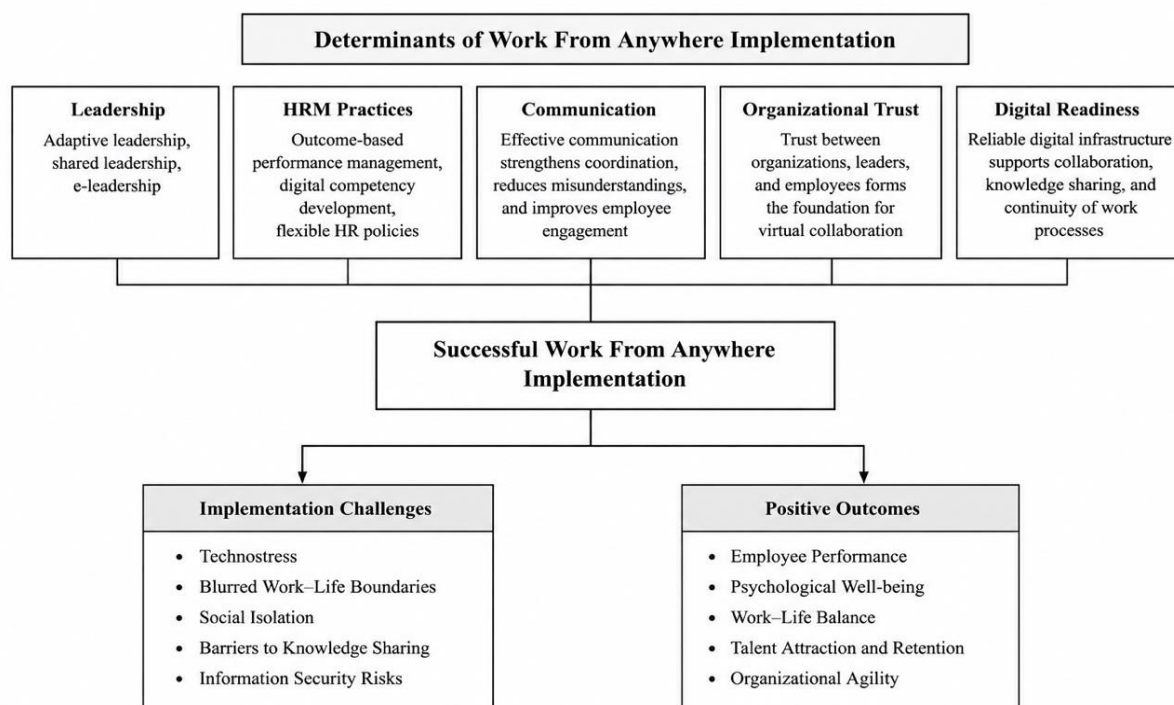


Figure 1. Conceptual Synthesis of Work From Anywhere Implementation

3. Conclusion

This literature review demonstrates that the successful implementation of Work From Anywhere (WFA) is influenced by five key factors: leadership, Human Resource Management practices, communication, organizational trust, and digital readiness. At the same time, organizations face several challenges, including technostress, blurred work-life boundaries, social isolation, barriers to knowledge sharing, and information security risks. When effectively managed, WFA contributes to improved employee performance, psychological well-being, work-life balance, talent retention, and organizational agility.

This study provides a comprehensive overview of WFA research and highlights that successful implementation depends not only on technological capability but also on adaptive Human Resource Management practices. Future studies are encouraged to broaden the literature base and compare WFA implementation across different industries and national contexts to enrich the existing body of knowledge.

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