

Embracing workplace flexibility: will virtual meeting technology remain successful during post Covid-19 pandemic?

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Abstract The Covid-19 pandemic has dramatically impacted how people work in nearly all countries worldwide, that is, the increasing use of video conferencing technology devices to run virtual meetings. Virtual meeting technology such as Zoom has been labelled by many as a technology that was successfully adopted globally in the pandemic era. Using the combination of Van Loon's enframing/binding-use model with the restrictive effect on the use of technology from Neil Postman, this study aims to determine whether virtual meeting technology can be classified as a successful technology during and after the pandemic. By using a literature review on some international and domestic scientific pieces of literature supported by relevant datasets, this study concluded that the Covid-19 pandemic had formed virtual meeting applications a successful technology due to its ability to maximise the potential of enframing its utilities, binding users through habituation, and providing restrictions on the use of other alternatives. This study also found that in the future, hybrid work patterns are predicted to be the choice of many companies, making virtual meeting devices a successful technology both now and in the future.

Keywords: virtual meeting; covid-19 pandemic; successful technology; work flexibility.

INTRODUCTION

The Covid-19 pandemic and the call to work entirely from home have significantly changed how people work in almost all parts of the world. One of the most significant changes due to the pandemic is the increasing use of video conferencing technology devices to communicate and run virtual meetings (Karl, Peluchette, & Aghakhani, 2022). The Zoom application, which at the end of 2019 only had 10 million meeting participants daily, soared to more than 300 million users every day in April 2020 (Marks, 2020). The increasing use of virtual meeting support device technology, such as Zoom, is an anomaly for the industry's success amid the economic downturn caused by the Covid-19 pandemic (Nuryana, Pangarso, & Zain, 2021). Virtual meeting technology such as

Zoom can be labelled a technology the world community has successfully adopted during the pandemic.

Different societies use technology in different ways. However, this is not to say that our usage of digital media technology is completely determined by the society in which we live, but instead that we must go beyond the inherent characteristics of such media (Anwaruddin, 2018; White, 2014). The epidemic had an immediate influence on behavioural adjustments toward working from home, so organisations must invest immediately in establishing solid digital infrastructure (Sharma, 2020). Shortly, we can conclude that the Covid-19 pandemic is the major determinant of social outcomes in the world community, that is, the adoption of virtual meeting technology to support working from home. However, is the technology adoption process, in reality, actually that simple?

Since the emergence of traditional mass media until the current digital era, theories about the use of media technology and their relation to people's culture have been dominated by two poles of extreme points of view, namely technological determinism and instrumentalism. Even so, very few studies show how the use of media technology by society is really at the end of the two extreme poles, most of which belong to the spectrum between the two (Jandrić & Knox, 2021; Newport, 2020; White, 2014). Therefore, the most realistic way to deal with the debate between the two perspectives is to take a pragmatic approach (Lindgren, 2013). We can practice this approach for various types of media technology that have emerged in recent decades, one of which is virtual meeting technology which uses has increased sharply since the Covid-19 pandemic.

Using said classical perspectives in the discourse on which one has more influence on social outcomes in society, media technology, or social trends themselves? We may assume that the adoption of virtual meeting technology is more suitable to be viewed from the perspective of instrumentalism, which means social trends influence the adoption of technology. This can be seen from the fact that the decision to use Zoom and similar platforms was made due to the needs of people who had to work remotely (Okabe-Miyamoto, Durnell, Howell, & Zizi, 2021).

However, from the point of view of technological determinism, video teleconferencing technology dates back decades (Chawla, 2020; Nanos & James, 2013). In addition, the need for video-based communication devices, especially in organisation communication settings, has existed for a long time even though the number is not as substantial as during the Covid-19 pandemic (Singh & Awasthi, 2020). This means that the phenomenon of using virtual meeting devices cannot be extremely viewed from just either technological determinism or instrumentalism.

Technological determinism is the belief that technology determines social outcomes or can be said to have agencies that cause certain impacts in society. This concept fits perfectly with the history of

Western ideological thought that strongly puts forward development, enlightenment, and scientific rationality (Lindgren, 2017). The views of media scholars such as Jacques Ellul, Manuel Castells, and Marshall McLuhan are often labelled with the perspective of technological determinism (Bugeja, 2020; Miller, 2012; Musik & Bogner, 2019). In the age of analogue media, an example from this perspective is how violent television shows are able to influence their audience to behave aggressively (Gerbner, 2018).

On the contrary, refuting the view of technological determinism, technology is seen only as an instrument rather than an agent, which can be used for good or bad purposes (Lindgren, 2017). Using television as an example, Gerbner & Gross (2017) state that television can be a medium to trigger social movements in society, but it can also cause the audience to be lazier to move from their seats. In the digital age, the example of instrumentalism can be seen in how the role of social media can become a tool for guaranteeing democracy but, at the same time, a tool for escalating political polarisation (Sunstein, 2018).

However, in reality, the perspective of instrumentalism not only degrades the agency element of the technology but also of the society itself (White, 2014). Furthermore, instrumentalism is considered the use of technology by some parties with an essential position in decision-making in society, such as company owners, governments, and politicians, to fulfil their interests at the expense of subordinate groups in society (Ess, 2017; McCarthy, 2017). From the perspective of instrumentalism, society is seen as subordinate and will always believe in the ideology and agenda of the owners of power.

From the explanation above, these two perspectives have a common similarity: the subordination of agencies' role in society. The difference is that technological determinism sees the culprit as media technology itself, while the instrumentalism perspective considers the culprit to be the owner of the technology (White, 2014). According to Greaves (2017) & Newport (2020), the biggest problem of these two perspectives is the absolute separation between technology and society. This causes side effects where both sides underestimate each other's role in the community's social life. Therefore, a new dialectical view is needed that focuses not on the dominance of one of the perspective poles but rather on the interaction between the two.

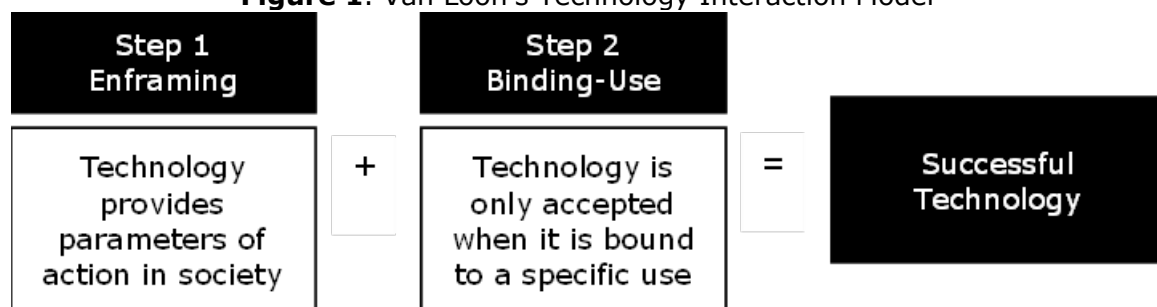
In an interview by Jandri (2017) with Howard Rheingold, a renowned critic of modern communication technology, the development of increasingly sophisticated cell phones combines technological advances and changing societal needs. In terms of instrumentalism, the development of mobile phones, which were initially only a substitute for landlines, then transformed into smartphones with various features that were never imagined due to the encouragement of people's needs (Haddon, 2017). While in terms of technological determinism, all these developments would not have been possible without the miniaturisation

movement of communication technologies and the adoption of digital technologies in the 1990s (Athique, 2013; Harrold, 2020).

Two media theorists, Joost van Loon and Neil Postman, put forward one of the most convincing models related to the interaction between media technology and social trends. According to Van Loon (2007), the ability of media technology to cause a social condition in society should not ignore other forces that may influence it, such as social, economic, cultural, political, psychological, and other aspects. Van Loon used the concept of enframing that was taken from the famous essay of Heidegger (1982), *"The Question Concerning Technology"*. Van Loon believed that media technology does not determine how we think but does enframe to provide a perimeter, relationships, and logical infrastructure for us to think about and understand the world around us (Khong, 2003; Van Loon, 2007). In simple terms, the concept of enframing sees technology as a provider of structures for humans to carry out an action (Aronis, 2022; Matthewman, 2017).

When the use of technology has reached the taken-for-granted stage, the process of enframing, according to Van Loon, has reached the most effective point. To be categorised as a technology successfully incorporated into people's lives, using media technology requires habituation to become routine. The regular use of technology causes its use becomes very imperative (binding). This is what Van Loon called the concept of binding use, where technology is so binding to our daily lives that the use of technology becomes seemingly automatic. Binding use is a concept to explain how society accepts technology because it is already tied to a certain social function. Enframing and binding-use that formed successful technology created by Van Loon are shown in Figure 1.

Figure 1. Van Loon's Technology Interaction Model



Source: White (2014)

Using the concept of media ecology that focuses on the interaction between media technology and its environment, the enframing and binding-use model developed by Van Loon was then complemented by White (2014) using Neil Postman's view of media technology which must be understood in an ecological context. Postman states that technological change is not categorised by adding or subtracting something in the society but is ecological, changing everything in the ecosystem. Although Postman's argument about the presence of technology capable of changing everything in the ecosystem is widely

opposed by media theorists, the presence of new technologies is strongly believed by theorists to almost always bring significant changes in a social environment (White, 2014).

The enframing/binding-use model emphasises the importance of technology and human agencies. However, Postman (2011) added that accepting new technologies has also limited human agencies. In other words, when humans have become bound to a specific use of technology, they have been limited by that technology. In practice, although we can refrain from using technology, is it possible that we can still insist on rejecting technology if people around us use the technology?

The combination of Van Loon's enframing/binding-use model with the restrictive effect on the use of technology from Postman resulted in a model of interaction between technology and social trends depicted in Figure 2. This model is suitable for use in the digital media era to assess the success of technology in its efforts to become part of a social system of society. This model is used in several contexts of study towards the adoption of new technologies in the digital age, such as the use of MIDI in producing music (Ciesla, 2022; Lanier, 2010; Romo, 2018) or the phenomenon of the increasingly widespread use of hypertext in online media (Finnemann, 2017; Voiskounsky, 2017; White, 2014).

Figure 2. Van Loon and Neil Postman's Model of Social-Technology Interaction



Source: White (2014)

Using a model of interaction between media technology and social trends that are a combination of Van Loon's (2007) and Postma's (2011) ideas above, the success of a technological adoption must have some prerequisites (White, 2014). In terms of technology, virtual meeting devices need to perform enframing functions or set an operational perimeter. In terms of social society, the use of technology needs to be used regularly until a habit is formed. Moreover, technology needs to provide limitations on other technology alternative options as a substitute.

This study intends to trace how virtual meeting technology has evolved before, throughout, and after the Covid-19 pandemic in the workplace setting. It is because although currently Zoom is already considered critical infrastructure in the Work from Home (WFH) activities of global employees, the pandemic transmission rate has begun to decline, and work-from-office (WFO) rules have begun to be relaxed

(Devabhaktuni, Mansbridge, & Sentler, 2021). This has the potential to reduce the use of virtual meeting technology.

In the Indonesian context, WFH has never been a work culture that is generally practised and only became familiar when the pandemic struck (Mustajab et al., 2020). Several studies discussing the effectiveness of WFH and virtual meeting technology in the work environment were conducted by Esthi (2020), Setyorini (2022), and Siam, Nurhadiyanti, & Prasetyo (2021), those showed positive results. Several other studies by Perdiyanti & Faeni (2021) and Widjaja, Ashadi, & Cornellia (2021) later linked WFH culture to employee productivity.

The study that specifically discussed the acceptance of virtual meeting technology in the workplace was conducted by Ambarwati (2021) and Rini & Khasanah (2021) using The Theory of Technology Acceptance Model (TAM). However, no studies have specifically assessed virtual meeting technology from the point of view of its use and its relation to society's culture. Therefore, it will be interesting to see how the attitudes and preferences of Indonesian workers towards WFH culture and the use of virtual meeting technology during and after the pandemic have gradually subsided.

Based on some of the phenomena above, several questions arise regarding the position of virtual meeting technology in the digital society, especially during the Covid-19 pandemic. Does, in the view of technological interaction and social trends model, virtual meeting technology meets the criteria as a successful technology, especially in the workplace setting? What is the position of virtual meeting technology after the pandemic is over and employees are asked to return to work entirely from the office? Then how does the company respond to the flexible workplace culture that has become a new habit for employees over the past two years? These questions will be attempted to be answered through this study.

METHODOLOGY

The design of this research uses qualitative methods, and literature review approaches. Qualitative studies are a study to discover and construct social realities to later determine their meaning (Neuman, 2014). A literature review is a research that critically examines the knowledge, ideas, or findings of academically oriented literature and then formulates theoretical and methodological contributions to a particular research theme (Snyder, 2019). The nature of this study is descriptive analysis, which is the process of deciphering in an orderly manner related to the data obtained to be then given an explanation that the reader can understand.

Data is collected from various sources, consisting of domestic journals, international journals, and other relevant and supportive sources. Data were obtained from Google Scholar for scientific journals and Google search engine for supporting data required. Then the literature is analysed, and essential, and core concepts are taken according to the context of the study. This is done to build a theoretical

background and formulate supporting theories that will be used to build opinions or arguments.

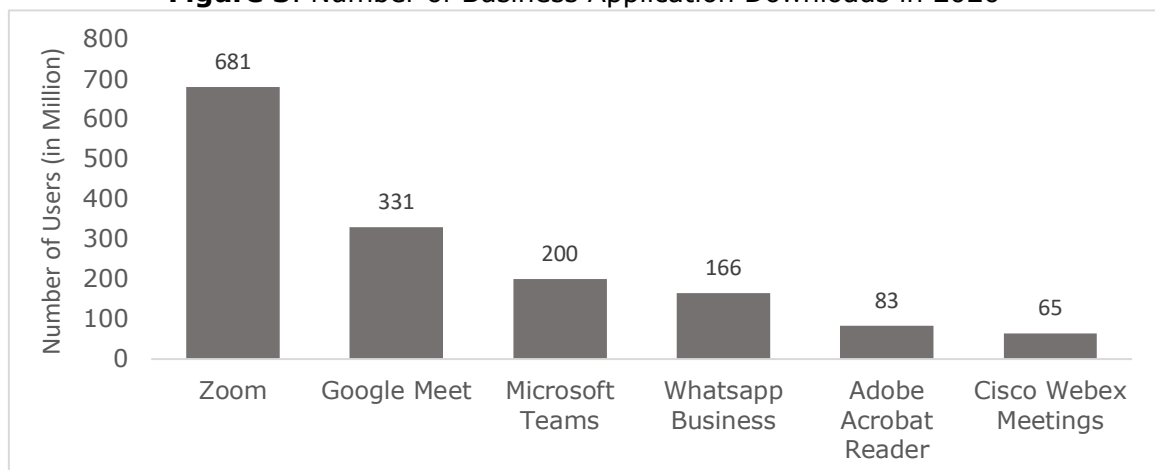
In this study, the data collection method is done by exploring literature studies of 37 scientific journals, 18 books, 18 articles, 9 datasets, and other credible sources related to virtual meeting applications with several main keywords such as instrumentalism, technological determinism, virtual meeting applications, and the Covid-19 pandemic. Several scientific journals related to the above keywords then thematically grouped and discussed to formulate a conclusion about whether virtual meeting technology is indeed a form of successful technology based on the scientific framework according to Van Loon and Neil Postman's Model of Social-Technology Interaction (Figure 2).

According to Figure 2, virtual meeting devices need to 1) perform enframing functions or set an operational perimeter, 2) prove that technology is used regularly until a habit is formed, and 3) provide limitations on other technology alternative options as a substitute. The data and literature related to the research theme were analysed using the Van Loon and Postman model above to answer study questions about adopting virtual meeting technology in workplace settings before, during, and after the Covid-19 pandemic.

RESULTS AND DISCUSSION

The Covid-19 pandemic has compelled educational institutions and businesses to abandon their traditional methods of operation in favour of a WFH model. This change seems to have benefited virtual meeting technology providers such as Zoom, as it has increased the number of clients it already has. From the data released by Katadata, as shown in Figure 3, throughout 2020, Zoom became the most downloaded business application, namely 681 million times, followed by Google Meet and Microsoft Teams with the number of downloads of 331 million and 200 million, respectively (Lidwina, 2021).

Figure 3. Number of Business Application Downloads in 2020

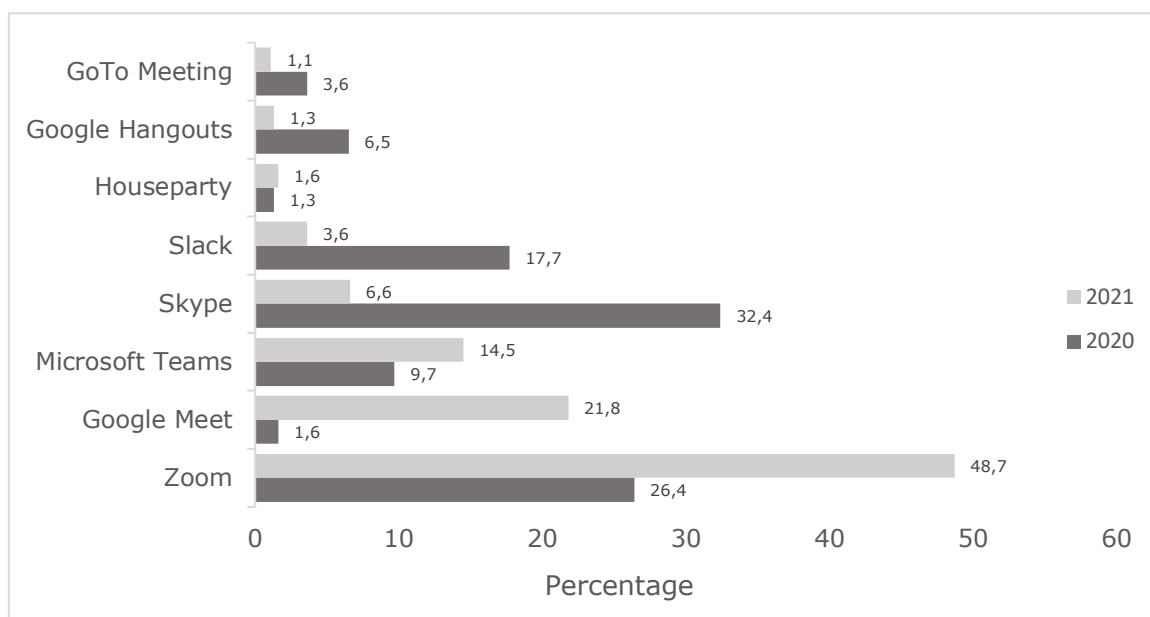


Source: Katadata (2021)

Zoom's primary focus is on businesses, as 89% of its users use Zoom for business purposes (Woodward, 2022). Customers of Zoom range widely, from sole proprietors to Fortune 500 companies (Kulkarni, 2021). The company's current clientele includes representatives from various sectors: manufacturing, non-profit/not-for-profit, retail/consumer goods, software/internet, education, entertainment/media, finance, enterprise infrastructure, government, health care, and entertainment/media.

As of January 2021, 467.100 paying Zoom business customers and more than ten employees in their company (Ariella, 2022). Comparatively, Zoom had just 25.800 business clients two years prior. Between January 2020 and January 2021, Zoom business customers increased by 5.603,3%. Zoom had 50.800 corporate clients in January 2020, but they had 467.100 customers by January 2021. 55% of customers with 100.000 US Dollars or more in their revenue began using Zoom through a free trial (Kindig, 2020).

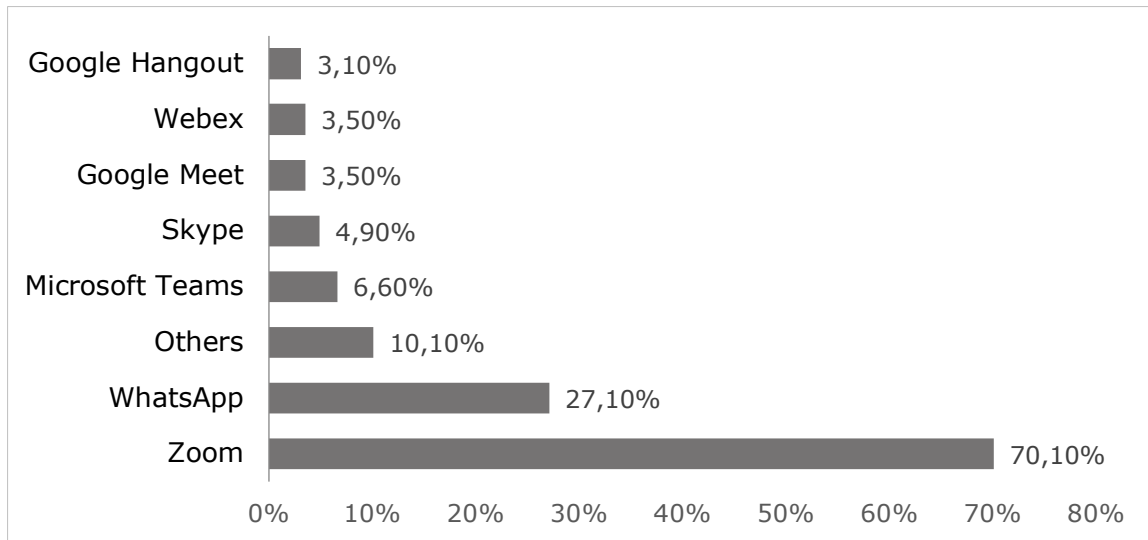
Figure 4. Market Share of Video Conferencing Platform (2020-2021)



Source: Data Indonesia (2022)

According to Figure 4, when compared year-on-year, based on a report from EmailToolTester summarised by Data Indonesia, Zoom is the video conferencing platform with the largest market share in 2021 (Mahdi, 2022). The percentage of users was recorded at 48,7%, up 22,3 points from the previous year's 26,4%, even though in 2020, Zoom's total market share was still inferior to Skype, which recorded a figure of 32,4%. According to Zoom, this relates to Zoom's "bottoms-up" approach. Zoom acquires new customers by focusing on a company's junior employees rather than its executives (Kindig, 2020). It means that instead of using a top-down strategy, junior employees with a license can convert other users from their workplace simply by providing the link.

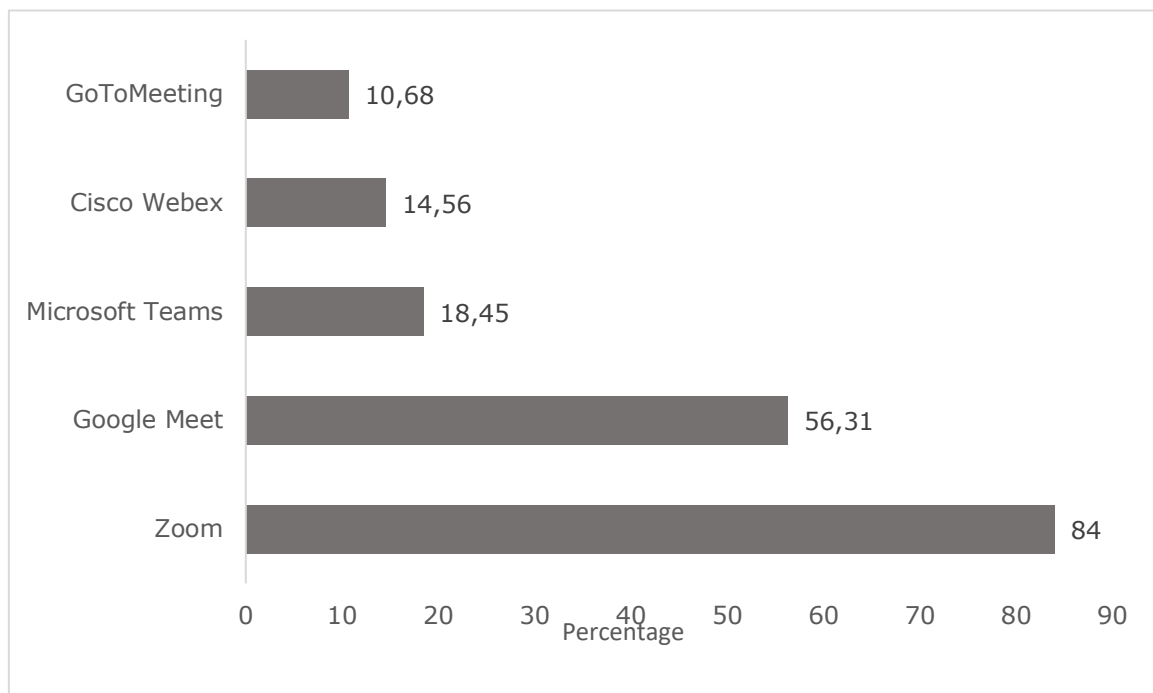
Figure 5. Choice of Virtual Communication Applications for Indonesian People in 2020



Source: Katadata (2021)

As shown in Figure 5, Zoom entered the ranks of the most downloaded applications in 2020 through the Google Play and App Store platforms alongside TikTok, WhatsApp, Facebook, and Instagram. In Indonesia, a survey conducted by the Alvara Research Center, as quoted by Katadata, shows that the Zoom application is the most preferred by the Indonesian people as a virtual mode of communication; as many as 70.1% of respondents (Jayani, 2020) (Figure 5).

Figure 6. Video Conferencing App for Work in Indonesia for 2021

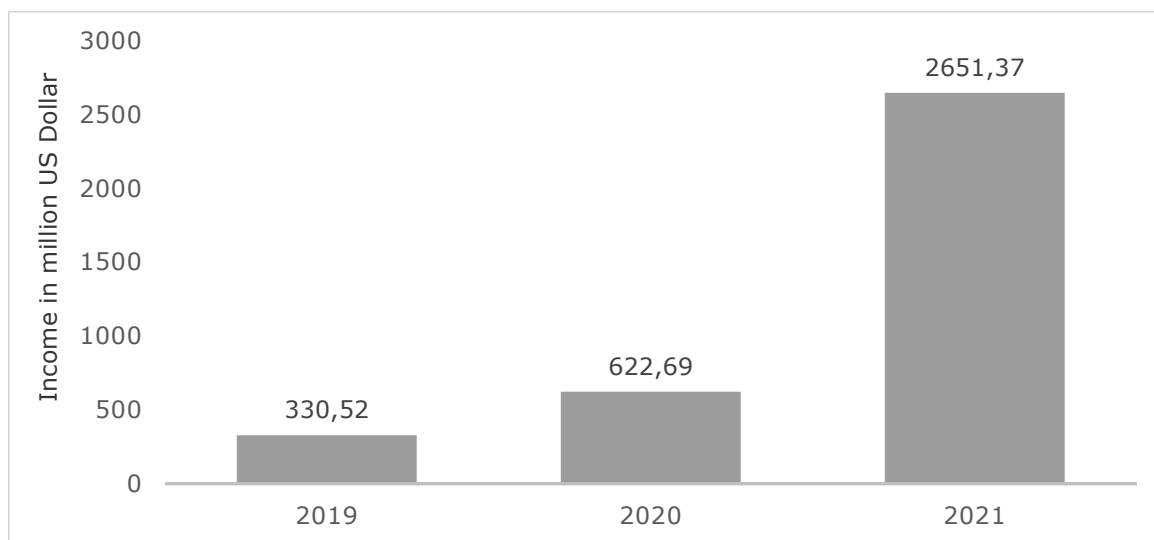


Source: Data Indonesia (2022)

In the business context, based on a survey conducted by Logitech of hundreds of respondents who hold IT management positions in Indonesia and Singapore, the majority of workers use the Zoom application for video conferencing, which is 84% of respondents (Widi, 2022). As many as 56.31% of respondents prefer to use Google Meet for video conferencing. Then, 18.45% of respondents made a video call through Microsoft Teams. A small percentage of respondents also use Cisco Webex and GoToMeeting (Figure 6).

Using Van Loon's analysis of social-technology interactions, since its inception, Zoom has practised enframing by providing a structure for humans to carry out an action, which is communicating virtually based on the video. As mentioned in the introduction, technological devices for virtual meetings and WFH practices have existed for several decades (Chawla, 2020; Nanos & James, 2013). Virtual meeting applications such as Zoom allow users to conduct video-based communication in real time using electronic devices such as computers, laptops, tablets, and cellular phones. In 2011, Zoom aimed to accommodate remote communication between employees across large-scale organisations and companies (Weiner, 2016). Zoom was born in the hands of Eric Yuan, who wanted to create a video conferencing app that could be used by the general public (Levy, 2019).

Figure 7. Zoom Video Communication Global Earnings During the Period 2019-2021



Source: Statista (2022)

However, applying the second criterion of Van Loon's analysis of social-technology interactions, Zoom did not have binding power before the pandemic because its use, in general, had not become embodied through the routine (Fleming, 2020). According to Van Loon (2007), routine means habituation of technology-use until it becomes binding. Before the Covid-19 pandemic, virtual meetings were not yet necessary for the general public. Even the name of the Zoom application had only become familiar to many people after the world was hit by the Covid-19 pandemic (Nover, 2022). After entering the pandemic and people being

forced abruptly to work remotely, Zoom's sales increased by 326% in March 2020 compared to the same period in 2019, to 2,6 billion US Dollars (Khare & Popovich, 2021). Compared to the three fiscal periods in 2021, Zoom recorded an even more massive increase in sales, as shown in Figure 7 (Vailshery, 2022).

When the Covid-19 pandemic hit the world, virtual meeting technology then became something that was inevitably adopted by various groups, one of which was in the business environment (Karl et al., 2022). The pandemic has made the virtual meeting application experience a process of habituation to become routine due to users' needs so that its use becomes binding. This is evidenced by the increasing number of users and the higher number of hours of use. As of December 2020, Zoom is used by 350 million users every day and has become a platform for more than 45 billion conference minutes (Zoom, 2021). Based on Van Loon's social-technology interaction model, Zoom can already be considered a successful technology because it has undergone an enframing and binding-use process.

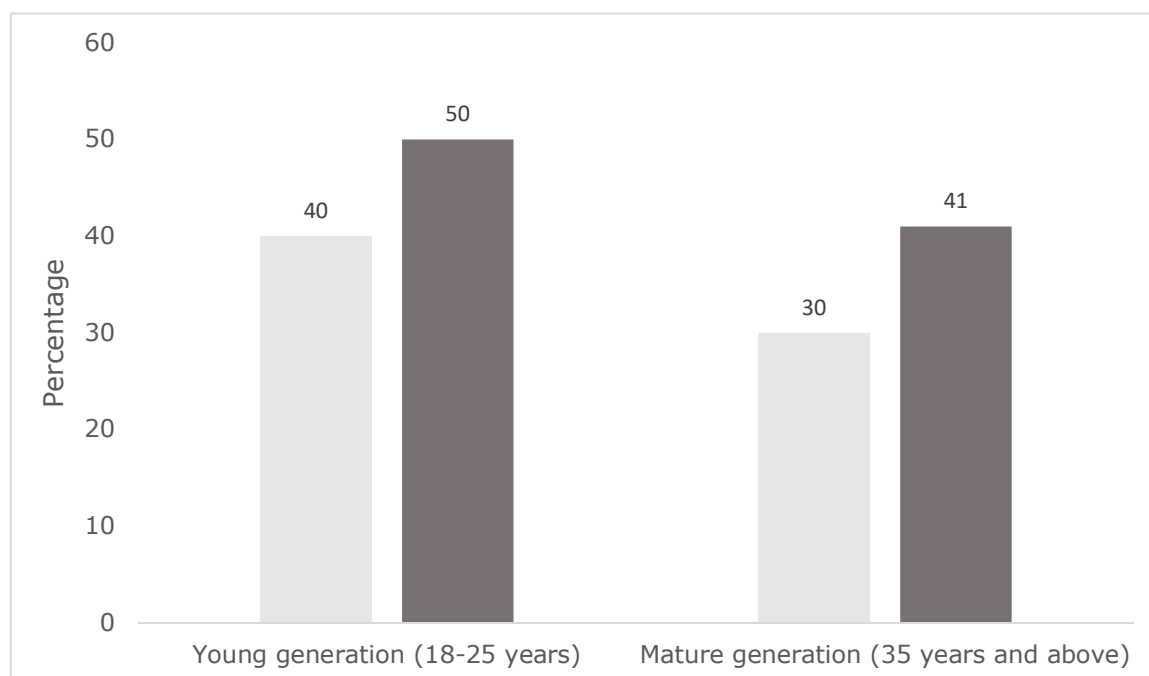
If we add Postman's criterion in assessing the success of adopting technology, we can see that, overall, Zoom can also be considered a successful technology. This is because the Zoom application has given restrictions for global users to inevitably use the application due to a large number of organisations implementing WFH using Zoom (Blakstad, 2015; Mungkasa, 2020). Zoom is at the forefront of several other platforms as it is considered the simplest and easiest to integrate with various work collaboration tools such as Slack, Microsoft Outlook, Canvas, and Moodle with just one click (Devabhaktuni et al., 2021). In addition, Zoom is rated as a virtual meeting application that is constantly innovating and launching new features that improve the quality of the customer experience (Arifin et al., 2021).

In Indonesia, before the Covid-19 pandemic, WFH was not a work tradition applied by many organisational entities (Mustajab et al., 2020). However, the pandemic has changed it all. Based on research from the Synergy Research Group, the WFH culture implemented due to the government's call to work from home has made Indonesia the highest contributor to Zoom's income in the Asia Pacific in 2021, which was 50.4% (Sugandi, 2021). Furthermore, Zoom's Head of Asia Pacific, Ricky Kapoor, revealed that Indonesia is a potential market because, as of 2021, it has more than 202.6 million active internet users (Annur, 2022). As the largest and most rapidly expanding digital economy in Asia, the digital economy of Indonesia was worth 40 billion US Dollars in 2019 and is expected to reach 133 billion US Dollars by 2025 (Muslim, 2019).

According to Spire Research and Consulting's Technology Survey in 2020, one of the top 3 productivity-related technologies Indonesians use is video conferencing (Spire Research, 2021). Due to a higher acceptance rate among younger Indonesians, up to 30% to 40% of Indonesians presently own video conferencing equipment. In the face of

Covid-19, Indonesia's adoption rates of video conferencing are consistent with global patterns and are expected to increase by 10%-11% across all age groups in 2021 (Figure 8). This finding suggests that, in accordance with Van Loon and Postman's model, Zoom's demand will expectedly continue to grow, strengthening its position as a successful technology.

Figure 8. Increase in Adoption of Video Conferencing Tools 2020-2021



Source: Spire Research & Consulting (2022)

Virtual Meeting Applications After Covid-19 Pandemic

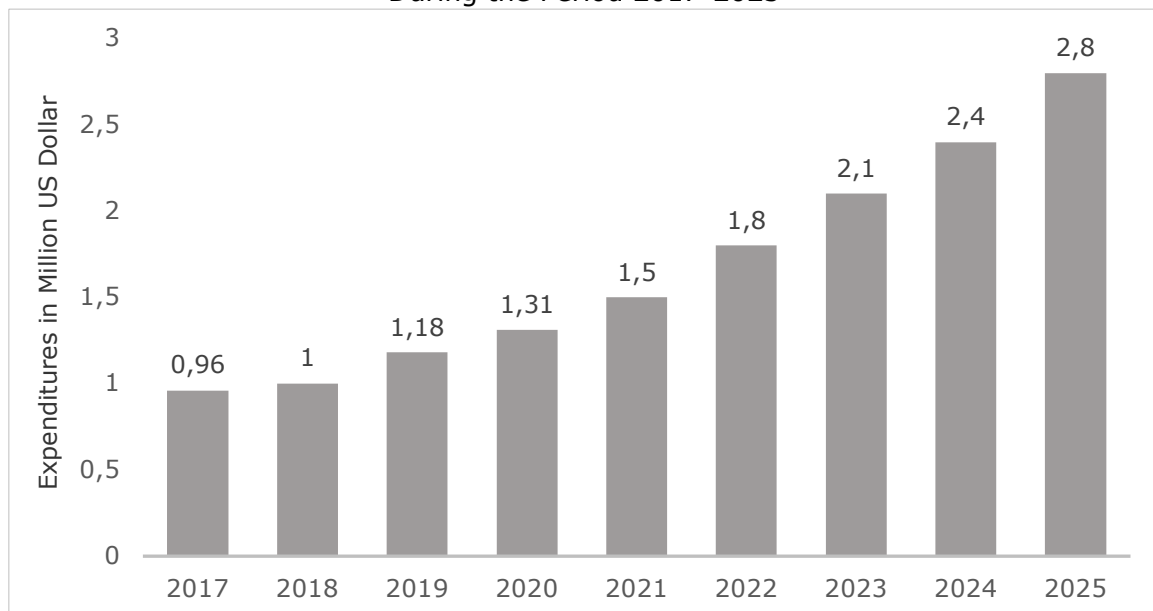
From the discussion above, we can confidently believe that virtual meeting applications, especially Zoom, are a form of successful technology according to Van Loon and Postman's social-technology interaction model (White, 2014). However, on the other hand, virtual meetings also cause many side effects, as in global reports that show the occurrence of digital burnout and digital fatigue (Nadler, 2020), which affect a person's physical and mental performance (Erten & Özdemir, 2020). There has been a shift in the experience of conducting virtual meetings from the previous positive experience to a negative experience due to the excessive frequency that it interferes with productivity (Okabe-Miyamoto et al., 2021).

In addition, the call to work from home due to the Covid-19 pandemic has begun to be relaxed in many countries. Indonesia is also one of the countries that have begun to enter a relaxation phase because the spread of the Covid-19 virus is considered to be in a controlled position (Setkab RI, 2022). The latest government release also mentions that for almost all non-essential sectors, companies can already impose 100% work from office (WFO) back with certain requirements (Muliandari, 2022).

However, Ruangguru's survey of a number of employees in Indonesia showed that 94% of respondents rejected the full implementation of WFO (Adiputra, 2021). A survey conducted by EY of 1,037 respondents in Southeast Asia also showed that only 15% of employees wanted to return to the office in full (EY Indonesia, 2021). In another survey conducted by Arkadia Works, as many as 77.8% of respondents in Indonesia chose a hybrid work arrangement model, which is a mixture of WFH and WFO. This is in line with the global sentiment, which also the majority choose to work hybrid as reported in the World Economic Forum through a survey of 12,500 employees in 20 countries (Broom, 2021).

The above shows that although the pandemic has entered a lower phase, it does not make the need to work remotely potentially disappear. Based on a PricewaterhouseCoopers (PwC) survey, as many as 50% of respondents, all business leaders in Indonesia, have compiled or planned to make WFH a permanent choice in carrying out their daily business (Sutiawan, 2021). From the same survey, as many as 72% of business leaders in Indonesia also plan to redecorate their office space to meet the needs of a hybrid work model. In the public sector, the concept of work from anywhere (WFA) has even been raised for the civil servant (ASN) as stated in Permenpan-RB Number 8 of 2021 (Kencana, 2022).

Figure 9. Estimated and Predicted Expenditures for Global Digital Transformation During the Period 2017-2025



Source: Statista (2022)

In addition, globally, the expenditures made by many companies to carry out digital transformation continue to increase yearly, as shown in Figure 9 (Sava, 2022). These expenditures include providing technological infrastructure that supports online communication and collaboration. This shows that the technology for holding virtual meetings will continue to exist even after the pandemic. Standaert et al.

(2016) even predict that by 2024, only 25% of business meetings will be conducted face-to-face. According to these findings, virtual meeting technology will likely still be required in the future because of the substantial investments that have already been made and will be made by businesses worldwide to fulfil the demands of the hybrid work that is gradually increasing.

Table 1. Virtual Meeting Technology According to Van Loon & Postman Model

No	Step 1 Enframing	Step 2 Binding-Use	Step 3 Successful Technology with Limitations
1	Virtual meeting technology provides a structure for humans to carry out an action, communicating virtually based on a video.	When the Covid-19 pandemic hit the world, virtual meeting technology then became something that various groups inevitably adopted.	The virtual meeting applications have given restrictions for global users to inevitably use the application due to a large number of organisations implementing WFH.
2	Technological devices for conducting virtual meetings have actually existed for several decades ago.	The increasing number of users, the higher number of hours of use, and the increased sales numbers of virtual meeting technology.	

Source: Author (2022)

Table 1 summarises the arguments in favour of declaring virtual meeting technology—especially Zoom—to be a successful technology using Van Loon and Neil Postman's model of social-technology interaction. Additionally, even though the Covid-19 pandemic has subsided and businesses have started using WFO once more, there will still be a high demand for virtual meeting technology due to shifts in global business practices that have started embracing hybrid work, as well as the significant investments that businesses have made in their digital infrastructure.

CONCLUSION

The Covid-19 pandemic has altered how people operate worldwide, as evidenced by the increased usage of video conferencing technology, especially in the workplace setting. Several studies discussing the effectiveness of WFH and virtual meeting technology in the work environment showed positive results. Some studies specifically discussed the positive acceptance of virtual meeting technology using tools such as The Theory of Technology Acceptance Model (TAM). However, no studies have specifically assessed virtual meeting technology from the point of view of its use and its relation to society's

culture, which has traditional views of technological determinism or instrumentalism.

Using Van Loon and Postman's criteria of successful technology adoption, a new dialectic view of the traditional dual perspectives, this study shows that the Covid-19 pandemic has made virtual meeting technology such as Zoom successful for employees of organisations/companies. This is because virtual meeting technology has succeeded in maximising the potential of enframing through its features, binding users through habituation to become routine, and providing restrictions on the use of other alternative technologies for virtual communication due to its increasingly taken-for-granted nature. However, even though the Covid-19 pandemic has slowed down, it turns out that the future need for virtual meeting devices does not seem to be diminishing because, in addition to employees demanding post-pandemic work flexibility, it turns out that many companies and organisations have invested such significant costs for digital transformation needs. In the future, hybrid work patterns are predicted to be the choice of many companies to be applied even in the public sector. So, it can be concluded that virtual meeting devices will remain a successful technology now and in the future, even becoming increasingly important.

This paper is expected to provide an overview of the position of virtual meeting technology as one of the important breakthroughs in the digital transformation process towards an increasingly mobile world society. However, future studies need to also pay attention to the side effects of hyperconnectivity due to this technology, which makes many users experience physical and mental fatigue because they can easily and quickly connect with their colleagues almost every day. In addition, hybrid work patterns must also concern organisational leaders from both infrastructure and systems because they require careful preparation and adequate policy support.

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