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What Keeps GoTo Competitive? Employee Perspectives on Agility and Human Capital

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Abstract: What enables digital platform organizations to remain competitive in rapidly changing environments? This study investigates employee perspectives on human capital, organizational agility, and competitive advantage within GoTo's digital ecosystem. Employing a qualitative design, Focus Group Discussions (FGDs) were conducted with employees from diverse functional backgrounds to explore their experiences regarding talent development, workplace adaptability, and organizational resilience. The findings indicate that continuous learning, digital capability enhancement, collaborative culture, and data-driven decision-making are perceived as key drivers of organizational competitiveness. Participants further highlighted that agile work practices and ecosystem-based partnerships support the organization's ability to navigate uncertainty and sustain performance. The study suggests that human capital should be viewed not merely as an operational resource but as a strategic asset that shapes innovation, resilience, and long-term competitive advantage. The findings extend current discussions on strategic human resource management in digital platform organizations and offer practical implications for managers operating in dynamic business environments.

Keywords: Human Capital, Organizational Agility, Competitive Advantage, Digital Ecosystem, Strategic HRM, GoTo, Strategic Management

INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed organizational structures, work processes, and human resource management practices across industries worldwide (Armstrong & Taylor, 2023; Boxall & Purcell, 2022). Organizations are

increasingly required to adapt to dynamic market conditions, technological disruptions, and evolving customer expectations while simultaneously maintaining workforce engagement and operational effectiveness (Chopra & Sharma, 2020; Chong & Zainal, 2024). As a result, human capital is no longer viewed merely as a supporting resource but as a strategic asset that contributes directly to organizational competitiveness and long-term sustainability (Ulrich et al., 2010; Armstrong & Taylor, 2023).

The emergence of digital platform organizations has accelerated this transformation by creating interconnected ecosystems that integrate technology, data, business partners, and consumers within a single operational framework (Gawer, 2021; Gupta et al., 2026). Unlike traditional organizations, digital platforms rely heavily on network effects, data-driven decision-making, and continuous innovation to sustain competitive advantage in highly volatile environments (Gawer, 2021; Baroto, 2026). Consequently, organizational agility, workforce adaptability, and collaborative capabilities have become increasingly important determinants of success in platform-based business models (Chong & Zainal, 2024; Ben-Hador & Yitshaki, 2025).

Among Indonesia's leading digital platform companies, GoTo represents one of the most prominent examples of a technology-driven ecosystem that combines transportation services, digital payments, logistics, e-commerce, and merchant partnerships into an integrated platform (Nadia & Nainggolan, 2023; Baroto, 2026). The company's development following the merger of Gojek and Tokopedia illustrates how organizations can leverage technological capabilities and ecosystem partnerships to expand market reach and enhance customer value creation (Nadia & Nainggolan, 2023; Gupta et al., 2026). However, sustaining competitiveness within such a complex ecosystem requires continuous investment in employee capabilities, organizational learning, leadership effectiveness, and strategic workforce development (Armstrong & Taylor, 2023; Boxall & Purcell, 2022).

The COVID-19 pandemic further highlighted the importance of organizational resilience and adaptability in responding to unexpected disruptions and environmental uncertainty (Bartusevičius et al., 2021; Pramono et al., 2021). During and after the pandemic, digital platform organizations experienced significant shifts in consumer behavior, service delivery mechanisms, and workforce arrangements, requiring employees and managers to adopt more agile and flexible approaches to work (Pramono et al., 2021; Ben-Hador & Yitshaki, 2025). Previous studies suggest that organizations possessing strong human capital, effective communication systems, and adaptive cultures are more likely to sustain performance during periods of turbulence and change (Sopandi et al., 2024; Ben-Hador & Yitshaki, 2025).

Recent research has emphasized the growing importance of employee agility, digital literacy, and continuous learning as drivers of organizational effectiveness in the digital era (Chong & Zainal, 2024; Theodorsson, 2024). Similarly, studies in strategic human resource management have highlighted that talent development, leadership support, and employee empowerment contribute significantly to innovation capability and organizational competitiveness (Ulrich et al., 2010; Armstrong & Taylor, 2023). Nevertheless, empirical evidence remains limited regarding how employees themselves perceive the role of human capital, organizational agility, outsourcing practices, and competitive advantage within large-scale digital platform ecosystems, particularly in emerging economies such as Indonesia (Dwiputrianti et al., 2025; Baroto, 2026).

Therefore, this study aims to explore employee perspectives on human capital development, organizational agility, competitive advantage, and organizational resilience within GoTo's digital ecosystem through Focus Group Discussions (FGDs) involving participants from diverse professional backgrounds. By examining employees' lived experiences and reflections, this study seeks to contribute to the strategic human resource management literature and provide practical insights for organizations seeking to strengthen

workforce capabilities in increasingly dynamic and technology-driven environments (Creswell & Creswell, 2017; Boxall & Purcell, 2022). Furthermore, the findings are expected to enrich contemporary discussions regarding the strategic role of human capital in sustaining organizational competitiveness within digital platform businesses operating in the post-pandemic era (Mahendra & Yusriani, 2025; Yusriani et al., 2024).

The core research questions are:

1. **RQ1.** How do employees perceive the role of human capital in sustaining GoTo's competitiveness?
2. **RQ2.** How does organizational agility influence employee experiences in GoTo's digital ecosystem?
3. **RQ3.** What organizational factors are perceived to strengthen resilience and competitive advantage in the post-pandemic era?

Through this study, the paper contributes to advancing knowledge on human capital development, organizational agility, competitive advantage, and resilience within digital platform ecosystems. The findings provide practical insights into how employees perceive the organizational capabilities that sustain competitiveness in rapidly evolving business environments.

Although previous studies have extensively examined human capital, organizational agility, competitive advantage, and organizational resilience as independent constructs, limited research has explored how employees perceive the interrelationship among these factors within large-scale digital platform ecosystems (Baroto, 2026; Dwiputrianti et al., 2025). Existing studies frequently focus on organizational performance indicators, technological innovation, or platform governance, while employee experiences and perceptions receive comparatively less attention (Gawer, 2021; Gupta et al., 2026).

Furthermore, there remains a scarcity of qualitative studies examining how employees interpret the role of human capital and organizational agility in sustaining competitive advantage within Indonesia's digital economy, particularly in the context of GoTo as one of the country's largest digital ecosystems (Nadia & Nainggolan, 2023; Baroto, 2026). This study seeks to address this gap by exploring employee experiences through Focus Group Discussions (FGDs), thereby providing a richer understanding of how organizational competitiveness is perceived and experienced at the workforce level.

This study aims to bridge this gap by examining how employees interpret the relationships among human capital, organizational agility, competitive advantage, and organizational resilience within GoTo's digital ecosystem. By adopting a qualitative approach, the research seeks to uncover employee experiences that may not be fully captured through quantitative performance indicators, thereby offering a more nuanced understanding of competitiveness in platform-based organizations.

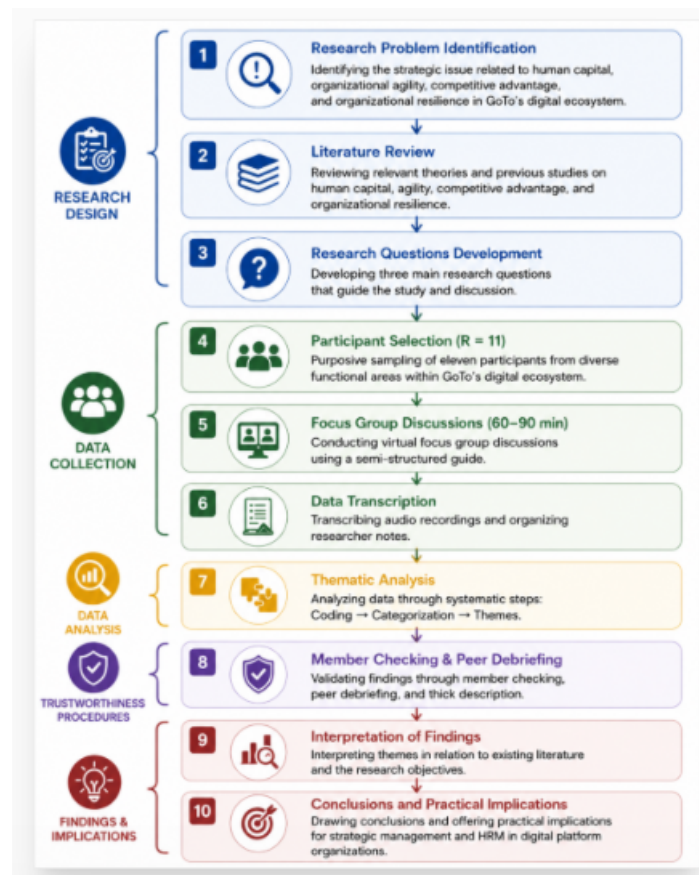
METHOD

This study employed a qualitative approach using Focus Group Discussions (FGDs) to explore employee perspectives on human capital, organizational agility, competitive advantage, and organizational resilience within GoTo's digital ecosystem. A qualitative design was considered appropriate because it enables an in-depth understanding of participants' experiences and interpretations of organizational practices (Creswell & Creswell, 2017). Eleven participants ($N = 11$) were selected through purposive sampling based on their professional experience and familiarity with digital platform businesses. Participants represented various functional areas, including human resources, operations, technology, product development, digital marketing, customer experience, merchant relations, digital payments, business development, data analytics, and strategic management,

providing diverse organizational perspectives (Armstrong & Taylor, 2023; Boxall & Purcell, 2022).

Data were collected through virtual FGDs conducted via online meeting platforms. Each session lasted approximately 60–90 minutes and followed a semi-structured discussion guide based on the research objectives. Open-ended questions encouraged participants to share their experiences and perceptions regarding organizational practices related to human capital, agility, resilience, and competitive advantage. All discussions were conducted with participants' informed consent, audio-recorded, and supported by researcher field notes (Creswell & Creswell, 2017).

The data were analyzed using thematic analysis following Braun and Clarke (2006), including familiarization with the data, coding, theme development, theme refinement, and interpretation. To enhance trustworthiness, member checking, peer debriefing, and thick description were employed (Creswell & Creswell, 2017). Ethical principles were maintained through voluntary participation, informed consent, and participant anonymity. This study was conducted solely for academic purposes, received no financial support from GoTo or any other organization, and the researchers declare no conflicts of interest. The overall research procedure is illustrated in Figure 1, adapted from Braun and Clarke (2006) and Creswell and Creswell (2017).



Source: Authors' compilation (2026).

Figure 1 illustrates the overall research procedure adopted in this study. The process began with problem identification and literature review, followed by the development of research questions, participant recruitment, Focus Group Discussions (FGDs), thematic analysis, trustworthiness verification, and interpretation of findings. This systematic procedure ensured the credibility and rigor of the qualitative inquiry while generating

practical insights regarding human capital, organizational agility, competitive advantage, and organizational resilience within GoTo's digital ecosystem (Braun & Clarke, 2006; Creswell & Creswell, 2017).

RESULTS AND DISCUSSION

These findings are discussed below, along with theoretical reflections and links to existing literature. The thematic analysis generated four major themes explaining what participants perceived as the primary drivers of competitiveness within GoTo's digital ecosystem. These themes include human capital development, organizational agility, collaborative digital ecosystems, and organizational resilience. Before presenting the findings, Table 1 summarizes the profiles of the participants involved in the Focus Group Discussions (FGDs). The diversity of participants provided a broad range of perspectives regarding workforce development, organizational adaptability, and competitiveness in digital platform environments.

Table 1. Participant Profiles

Code	Functional Area	Years of Experience
P1	Human Resources	8
P2	Product Development	6
P3	Technology	10
P4	Operations	8
P5	Customer Experience	15
P6	Marketing	9
P7	Merchant Relations	12
P8	Digital Payment	8
P9	Data Analytics	11
P10	Business Development	11
P11	Strategic Management	15

Table 1. Participant Profiles

Source: Authors' compilation based on FGD participants (2026).

The participants represented diverse functional backgrounds and possessed substantial professional experience, ranging from six to fifteen years. Such diversity enhanced the richness of the discussions and enabled the study to capture multiple perspectives on organizational competitiveness within digital platform ecosystems. The thematic analysis of the FGDs subsequently generated four interconnected themes, which are discussed in the following sections.

Theme 1: Human Capital as the Foundation of Competitiveness

The first and most frequently discussed theme concerned the strategic role of human capital in sustaining organizational competitiveness. Participants consistently emphasized that employees' knowledge, adaptability, learning orientation, and professional experience were among the most valuable organizational resources within digital platform businesses. Several participants argued that technological infrastructure and digital systems could support organizational performance, but sustainable competitiveness ultimately depended on the capabilities of the people who utilized those technologies.

One participant explained:

"Technology can be copied by competitors, but skilled and adaptable employees are much harder to replicate" (P3).

Similarly, another participant emphasized the importance of continuous learning. Across the discussions, participants frequently associated competitiveness with continuous capability development, adaptability to technological change, and the willingness to acquire new knowledge in response to evolving market demands.

"Employees need to keep learning because digital business environments change very quickly. What worked yesterday may no longer be relevant tomorrow" (P8).

These findings support the argument that human capital represents a strategic resource capable of generating sustainable competitive advantage when organizations successfully develop employee competencies and retain valuable talent (Armstrong & Taylor, 2023; Boxall & Purcell, 2022). Participants frequently associated competitiveness with employees' ability to solve problems, adapt to technological change, and collaborate across functional boundaries.

Furthermore, participants highlighted that learning opportunities, career development initiatives, leadership support, and talent development systems were important organizational mechanisms for strengthening workforce capability. This finding is consistent with studies emphasizing that effective talent management practices contribute significantly to organizational performance with innovation, resilience, and long-term competitiveness (Theodorsson, 2024; Ulrich et al., 2010; Ben-Hador & Yitshaki, 2025). Participants with more than a decade of professional experience particularly emphasized that employee learning and adaptability have become increasingly important in the post-pandemic digital economy. They noted that organizational success is no longer determined solely by technical expertise but also by employees' ability to collaborate, innovate, and continuously adjust to changing business environments.

Theme 2: Organizational Agility as a Survival Capability

The second theme highlighted organizational agility as a critical capability for sustaining competitiveness in rapidly changing digital business environments. Participants consistently described agility as the organization's ability to respond quickly to technological developments, evolving customer expectations, market disruptions, and emerging business opportunities. Rather than viewing agility solely as operational flexibility, participants perceived it as a strategic capability that enables organizations to survive and thrive under conditions of uncertainty.

Several participants emphasized that digital platform businesses operate in highly dynamic environments where rapid decision-making is essential. Employees are often required to adapt to changing priorities, evolving technologies, and new customer demands within relatively short periods of time.

One participant from the product development function explained:

"In digital businesses, speed matters. If organizations take too long to respond, competitors can quickly capture opportunities that we fail to address" (P2).

Similarly, a participant from the technology function emphasized the importance of continuous adaptation:

"Technology changes almost every day. Teams must be willing to experiment, learn, and adjust their approaches continuously if they want to remain relevant" (P3).

Participants also highlighted that organizational agility is closely related to cross-functional collaboration. Several respondents explained that effective communication among departments enables organizations to respond more efficiently to market changes and customer needs.

A participant working in operations stated:

"Agility is not only about moving fast. It is also about ensuring that different teams can work together and make coordinated decisions when situations change" (P4).

Another participant emphasized the growing role of data-driven decision-making in supporting organizational agility:

"Organizations become more agile when decisions are supported by real-time information rather than assumptions. Data helps us react faster and more accurately" (P9).

These findings suggest that organizational agility extends beyond structural flexibility and involves a combination of adaptive leadership, collaborative culture, technological readiness, and data-informed decision-making. Participants frequently associated agility with an organization's capacity to learn, adjust, and implement changes without excessive bureaucracy or delays. The findings also suggest that organizational competitiveness cannot be separated from employee well-being and recovery experiences. Previous studies indicate that employees who perceive greater work-life balance tend to report better recovery experiences and overall well-being, which may indirectly support long-term organizational sustainability (Rekarti et al., 2025).

The findings are consistent with previous studies suggesting that organizational agility represents a critical determinant of performance in digital environments characterized by rapid technological advancement and market uncertainty (Chong & Zainal, 2024; Pramono et al., 2021). Agile organizations are generally better positioned to implement innovation, respond to customer needs, and maintain competitiveness during periods of disruption (Ben-Hador & Yitshaki, 2025).

Furthermore, participants with extensive professional experience emphasized that agility has become increasingly important in the post-pandemic business landscape. They noted that organizations capable of adapting quickly to changing circumstances were more likely to maintain operational continuity and achieve sustainable growth. This observation supports the argument that organizational agility functions not merely as an operational capability but as a strategic survival mechanism in contemporary digital ecosystems (Boxall & Purcell, 2022; Armstrong & Taylor, 2023).

Theme 3: Digital Ecosystems and Collaborative Advantage

The third theme emphasized the importance of digital ecosystems and collaborative advantage as key drivers of competitiveness within GoTo's business model. Participants consistently described competitiveness not as the result of individual organizational capabilities alone, but as the outcome of effective collaboration among multiple stakeholders, including employees, customers, merchants, drivers, technology partners, and digital payment providers. Participants viewed this interconnected ecosystem as one of the organization's most valuable strategic assets.

Several participants noted that the strength of digital platform organizations lies in their ability to facilitate value creation among diverse actors within the ecosystem. Rather than focusing solely on internal efficiency, participants highlighted the importance of building mutually beneficial relationships that encourage long-term engagement and collaboration.

One participant from the merchant relations function explained:

"The platform becomes stronger when merchants, customers, and service providers all benefit from being part of the ecosystem. Competitiveness is not created alone; it is created together" (P7).

Similarly, a participant from the digital payment sector emphasized the role of integration across services:

"Customers stay because everything is connected. Transportation, payments, deliveries, and other services work together to create convenience and value" (P8).

Participants also highlighted that ecosystem competitiveness depends heavily on trust and collaboration among stakeholders. Several respondents noted that maintaining strong relationships with merchants, customers, and strategic partners is as important as investing in

technology infrastructure. According to participants, sustainable competitiveness emerges when stakeholders perceive value and remain actively engaged within the ecosystem.

A participant working in business development stated:

"Technology can attract users, but long-term success depends on whether stakeholders continue to see benefits from participating in the platform" (P10).

Another participant emphasized the role of data and information sharing in supporting ecosystem performance:

"The more effectively information flows across the ecosystem, the better organizations can understand customer needs and respond to market changes" (P9).

These findings indicate that collaborative advantage is achieved through the integration of technological capabilities, stakeholder relationships, and shared value creation. Participants frequently described competitiveness as an ecosystem-level outcome rather than an organizational-level outcome. This perspective reflects the growing importance of collaboration and network effects in contemporary digital business environments.

The findings are consistent with digital platform literature suggesting that network effects and ecosystem partnerships represent critical sources of competitive advantage (Gawer, 2021; Gupta et al., 2026). As more users, merchants, and partners participate in the platform, the value of the ecosystem increases, creating positive feedback loops that strengthen organizational competitiveness (Nadia & Nainggolan, 2023; Baroto, 2026).

Furthermore, participants with extensive professional experience observed that successful digital ecosystems require continuous collaboration, transparency, and stakeholder engagement. They argued that organizations can no longer rely solely on internal resources to maintain competitiveness. Instead, sustainable advantage increasingly depends on the ability to coordinate diverse actors and foster long-term ecosystem relationships. This observation aligns with recent studies emphasizing the strategic role of collaborative networks and ecosystem governance in digital economies (Gawer, 2021; Baroto, 2026).

Theme 4: Resilience Beyond the Pandemic

The fourth theme focused on organizational resilience and its role in sustaining competitiveness beyond the immediate challenges of the COVID-19 pandemic. Participants consistently emphasized that resilience is not merely the ability to survive crises but also the capacity to adapt, recover, learn, and continue creating value under changing conditions. Many participants described resilience as an organizational mindset that enables continuous adjustment in response to uncertainty and disruption.

Several participants reflected on how the pandemic accelerated organizational learning and forced businesses to reconsider traditional approaches to operations, customer engagement, and workforce management. As a result, resilience was increasingly viewed as a strategic capability rather than a temporary response mechanism.

One participant from the customer experience function explained:

"The pandemic taught organizations that unexpected disruptions can happen at any time. Companies that learn quickly and adapt effectively are more likely to remain competitive" (P5).

Similarly, a participant from strategic management emphasized the importance of long-term preparedness:

"Resilience is not only about reacting to problems. It is about building systems, people, and cultures that are ready for future challenges" (P11).

Participants also highlighted that organizational resilience depends heavily on employee commitment, leadership support, and effective communication. Several respondents noted that organizations with supportive cultures and transparent communication systems were better able to maintain employee engagement and operational continuity during periods of uncertainty.

A participant from human resources stated:

"When employees trust leadership and understand organizational goals, they are more willing to support change and adapt during difficult situations" (P1).

Another participant emphasized the role of innovation in strengthening resilience:

"Organizations become more resilient when they encourage experimentation and continuous improvement instead of relying on fixed routines" (P3).

The discussions further revealed that resilience is closely connected to the themes identified previously. Participants frequently described resilience as the outcome of strong human capital, organizational agility, and collaborative ecosystem relationships. According to several respondents, organizations are more capable of overcoming disruptions when employees possess adaptive skills, when decision-making processes remain flexible, and when stakeholders continue supporting the broader ecosystem.

These findings align with previous studies suggesting that resilient organizations are characterized by adaptive cultures, strong social capital, effective communication, and supportive human resource practices (Ben-Hador & Yitshaki, 2025; Sopandi et al., 2024). Furthermore, resilience has been increasingly recognized as a strategic capability that contributes to long-term organizational sustainability and competitiveness in dynamic business environments (Bartusevičius et al., 2021; Mahendra & Yusriani, 2025).

Participants with extensive professional experience further emphasized that resilience has become a permanent organizational requirement rather than a temporary post-pandemic concern. They argued that digital platform organizations must continuously invest in employee development, technological adaptability, ecosystem partnerships, and organizational learning to remain competitive in the face of future disruptions. This observation reinforces the view that resilience is a multidimensional capability that supports sustainable competitiveness within digital platform ecosystems (Ben-Hador & Yitshaki, 2025; Dwiputrianti et al., 2025).

Discussion

The findings reveal that organizational competitiveness within digital platform ecosystems is shaped by the interaction of four interconnected capabilities: human capital, organizational agility, collaborative digital ecosystems, and organizational resilience. Rather than functioning as isolated organizational resources, these capabilities collectively form a dynamic system that enables organizations to adapt, innovate, and sustain competitive advantage in rapidly changing business environments.

The first theme identified human capital as the foundational resource underlying organizational competitiveness. Participants consistently emphasized that employee knowledge, adaptability, continuous learning, and problem-solving capabilities constitute strategic assets that are difficult for competitors to replicate. This finding supports Strategic Human Resource Management (SHRM) literature, which argues that sustainable competitive advantage increasingly depends on the development and retention of valuable human resources (Armstrong & Taylor, 2023; Boxall & Purcell, 2022). In the context of digital platform organizations, human capital serves not only as a source of operational effectiveness but also as a catalyst for innovation, learning, and organizational resilience (Ulrich et al., 2010; Ben-Hador & Yitshaki, 2025).

Building upon this foundation, the second theme highlighted organizational agility as a critical mechanism through which human capital is translated into organizational performance. Participants described agility as the ability to respond rapidly to technological developments, customer expectations, and market disruptions. This finding aligns with previous studies suggesting that agility represents a strategic capability that enables organizations to navigate uncertainty while maintaining responsiveness and innovation (Chong & Zainal, 2024; Pramono et al., 2021). The results further suggest that agility is not

merely an operational characteristic but a reflection of organizational learning, leadership adaptability, and workforce readiness for change.

The third theme demonstrated that competitiveness in digital platform organizations extends beyond internal organizational capabilities. Participants repeatedly emphasized the importance of ecosystem relationships involving customers, merchants, business partners, and digital service providers. This finding reinforces digital platform literature emphasizing network effects, ecosystem governance, and value co-creation as fundamental sources of competitive advantage (Gawer, 2021; Gupta et al., 2026). Within GoTo's ecosystem, competitiveness appears to emerge from the integration of technological infrastructure, stakeholder collaboration, and mutually beneficial relationships that continuously generate value for participants (Nadia & Nainggolan, 2023; Baroto, 2026).

The fourth theme emphasized organizational resilience as the ultimate outcome of the interaction among human capital, agility, and ecosystem collaboration. Participants viewed resilience as the capacity to continue learning, adapting, and performing despite uncertainty and disruption. This observation is consistent with previous research suggesting that resilient organizations possess adaptive cultures, supportive leadership, effective communication systems, and strong social capital (Ben-Hador & Yitshaki, 2025; Sopandi et al., 2024). Importantly, the findings suggest that resilience should not be interpreted solely as a post-pandemic response but as a long-term strategic capability that supports sustainable competitiveness in digitally intensive environments (Mahendra & Yusriani, 2025; Dwiputrianti et al., 2025).

Taken together, the findings suggest a sequential relationship among the four themes. Human capital provides the competencies and capabilities required for organizational agility. Agility enables organizations to respond effectively to changing environmental conditions and to leverage opportunities within broader digital ecosystems. Through ecosystem collaboration, organizations create shared value and strengthen stakeholder relationships. The interaction of these capabilities subsequently enhances organizational resilience, which ultimately contributes to sustainable competitiveness. This integrated perspective extends current discussions in strategic management and human resource management by illustrating how employees perceive the mechanisms through which competitiveness is created and sustained within digital platform ecosystems (Yusriani et al., 2024; Yusriani et al., 2025).

From a practical perspective, the findings suggest that managers should avoid viewing competitiveness solely through technological investments. Instead, organizations should simultaneously invest in employee development, adaptive organizational structures, stakeholder collaboration, and resilience-building initiatives. Such an integrated approach may enhance organizational preparedness for future disruptions while supporting long-term strategic performance.

Figure 2. Integrated Framework of Competitiveness within GoTo's Digital Ecosystem

Source: Authors' thematic analysis based on FGD findings (2026).

Source: Developed by the authors based on thematic analysis of FGD findings (2026)

Figure 2 presents the integrated framework emerging from the thematic analysis. Participants perceived human capital as the primary organizational resource that supports agility, innovation, and continuous learning. These capabilities enable organizations to participate effectively in collaborative digital ecosystems characterized by stakeholder interaction, network effects, and shared value creation. The synergy among human capital, agility, and ecosystem collaboration strengthens organizational resilience, which ultimately contributes to sustainable competitiveness. The framework highlights that competitiveness within digital platform organizations is not determined by a single factor but rather by the interaction of multiple organizational capabilities operating simultaneously.

Limitations of the Study and Future Research Directions

Despite providing valuable insights into employee perspectives on competitiveness within GoTo's digital ecosystem, this study has several limitations that should be acknowledged.

First, the study employed a qualitative design involving eleven participants from diverse functional backgrounds. While this approach enabled rich and context-specific insights, the relatively small sample size may limit the generalizability of the findings to other digital platform organizations or industry contexts (Creswell & Creswell, 2017). Future studies may incorporate larger samples and multiple organizations to strengthen external validity and broaden comparative understanding.

Second, the findings are based on participants' perceptions and experiences rather than objective organizational performance indicators. Although employee perspectives provide important insights into organizational competitiveness, future research could combine qualitative findings with quantitative measures such as employee engagement, innovation performance, organizational agility metrics, or business outcomes to provide a more comprehensive assessment (Armstrong & Taylor, 2023; Boxall & Purcell, 2022).

Third, this study focused primarily on internal organizational capabilities, including human capital, agility, ecosystem collaboration, and resilience. Other potentially relevant factors, such as leadership styles, organizational culture, artificial intelligence adoption, digital transformation maturity, employee well-being, and sustainability practices, were not examined in depth. Future research may explore how these factors interact with competitiveness within digital platform ecosystems (Chong & Zainal, 2024; Gupta et al., 2026).

Fourth, the study was conducted within the context of Indonesia's digital economy and was inspired by employee reflections related to GoTo's ecosystem. Consequently, the findings may be influenced by contextual factors specific to emerging digital markets, platform-based business models, and local organizational environments (Baroto, 2026; Nadia & Nainggolan, 2023). Comparative studies across countries, industries, or platform organizations may provide valuable insights into similarities and differences in how competitiveness is perceived and sustained.

Future research may also adopt longitudinal designs to examine how human capital, organizational agility, ecosystem collaboration, and resilience evolve over time. Such studies would contribute to a deeper understanding of how digital platform organizations adapt to technological disruptions, changing workforce expectations, and increasingly complex business environments. In addition, mixed-methods approaches may help integrate employee perceptions with organizational performance data, thereby enriching theoretical and practical discussions on sustainable competitiveness in the digital economy (Ben-Hador & Yitshaki, 2025; Yusriani et al., 2025).

CONCLUSION

This study explored employee perspectives on the factors that sustain competitiveness within GoTo's digital ecosystem through Focus Group Discussions involving participants from diverse functional backgrounds. The findings revealed four interconnected themes: human capital, organizational agility, collaborative digital ecosystems, and organizational resilience. Together, these themes illustrate that competitiveness in digital platform organizations is not driven solely by technological sophistication but by the dynamic interaction of people, processes, relationships, and adaptive capabilities. Participants consistently emphasized that continuous learning, adaptability, collaboration, and resilience are essential organizational attributes for navigating uncertainty and maintaining long-term success.

The study contributes to Strategic Human Resource Management and digital platform literature by offering an employee-centered perspective on sustainable competitiveness. The findings suggest that human capital serves as the foundational capability from which agility, ecosystem collaboration, and organizational resilience emerge. Rather than functioning as isolated resources, these capabilities operate as an integrated system that enables organizations to innovate, respond to disruption, and create value for multiple stakeholders. In this regard, the study reinforces the argument that sustainable competitive advantage is increasingly shaped by organizational capabilities that are difficult to imitate, continuously developed, and deeply embedded within organizational culture and stakeholder relationships.

The findings also provide practical implications for managers operating in digitally intensive environments. Investments in technology alone may not guarantee long-term competitiveness unless they are accompanied by investments in employee development, organizational learning, adaptive leadership, and collaborative ecosystem management. Organizations seeking to remain competitive should therefore prioritize the cultivation of agile, resilient, and learning-oriented work environments that support both employee growth and stakeholder value creation.

Ultimately, the findings suggest that what keeps GoTo competitive is not a single technological innovation, business model, or strategic initiative. Rather, competitiveness emerges from the collective strength of capable people, agile organizational practices, collaborative ecosystem relationships, and resilient organizational cultures working together to create sustainable value in an increasingly dynamic digital economy.

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Declaration Of Conflict Of Interest

The authors declare that there are no conflicts of interest associated with this research. This study was conducted independently for academic, educational, and scholarly purposes and did not receive financial support, sponsorship, consultancy fees, honoraria, or any form of compensation from GoTo or any other commercial organization.

The manuscript does not represent, promote, endorse, or evaluate the official interests, policies, or positions of any company discussed in this study. All findings, interpretations, and conclusions are based solely on the researchers' analysis of the Focus Group Discussion data and relevant academic literature. The authors maintain full academic independence and responsibility for the content presented in this manuscript.

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