



Human Resources Development through adjustment of Work from Home System for Employees

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ABSTRACT

The Probolinggo Regency Government is implementing Probolinggo Regent Circular Letter No: 065/023/426.53/2021, which aims to limit the spread of Covid 19, especially in workplaces/offices by implementing WFH by implementing strict health protocols. The implementation of WFH, which is a new work system implemented by the Probolinggo Regency Government, can only run well if all existing components within the Probolinggo Regency Government support it. The purpose of this research is to describe the implementation of the WFH policy and to describe and analyze the factors that influence the implementation of the policy. This type of research is descriptive qualitative research with an implementation study method. The study results show that the implementation of this WFH Policy has been carried out and followed by all Probolinggo Regency BKPSDM office employees. Readiness of employees who carry out WFH when called upon by superiors, attendance, and working hours are by regulations; employee performance is on target even though in semester II, several employees did not meet the expected targets, and enforcement of health protocols has been carried out. One point that has yet to be fulfilled is two days working from home and two days from the office due to each employee's workload. Some factors that influence the implementation of this WFH policy are communication, bureaucratic structure, resources, and the attitude of implementers.

Keywords: Development, Human Resources, Work Systems, Work from Home.

1. INTRODUCTION

Currently, almost all countries in the world are shocked by a global pandemic called Corona Virus Disease (COVID-19). A virus attack has a major impact on human life and has changed many important aspects of life, such as health, the economy, politics and security. Working from home or Work From Home is the system chosen by the government to reduce the spread of the new type of coronavirus (SARS-CoV-2) that causes Covid-19. Working from home will maintain social distance, namely reducing people's mobility, maintaining physical distance, and reducing crowds. In recent years, where the problems faced by the government have become increasingly complex, it requires great attention and fast and accurate government handling so that the government can face the problems that occur they can be overcome. This condition places the government and other high state institutions in a complex policy choice. For this reason, professional apparatus is needed to optimize their main tasks and functions. It is supported by a spirit of dedication oriented towards public service, protecting and empowering the people.

The Probolinggo Regency Government has implemented Circular Letter of the Probolinggo Regent No: 065/023/426.53/2021, since January 14, 2021, State Civil Apparatus. The main objective of this Regent's Circular Letter is to limit the spread of covid 19, especially in workplaces/offices, with the implementation of WFH by implementing strict health protocols. Many factors must be improved in this Work From Home policy. The availability of facilities and means used will make this policy work well. In addition, the availability of adequate resources is deemed necessary to support policy implementation. Communication between leaders and subordinates and related organizational communication will make it easier to implement policies and pay attention to external factors consisting of economic, social and political that can influence the implementation of this policy. Currently, the implementation of Work From Home has not been appropriately implemented, so efforts are needed to map the obstacles encountered in its implementation while at the same time, it is hoped that practical solutions will be taken for improvement in order to achieve organizational goals and improve employee performance during this pandemic.

The purpose of this study is to describe the implementation of the WFH policy and to analyze the factors that influence the implementation of the WFH policy for State Civil Apparatuses at the Probolinggo Regency Personnel and Human Resources Development Agency by the District Head's Circular Letter No. 065/023/426.53/2021 in 2021. The results of this research are expected to have benefits. Namely, they are expected to be able to contribute ideas that can be used as material for consideration for agencies in addressing human resource issues related to WFH. They are expected to be able to contribute to the development of management science and provide insights to institutions, assisting the learning process and application of knowledge.

2. THEORETICAL BASIS

The State Civil Apparatus (ASN) is governed by the Law of the Republic of Indonesia Number 5 of 2014. The profession of State Civil Apparatus is available for civil servants and government workers with work agreements who work in government agencies. The State Civil Apparatus Employees, or ASN Employees, are civil servants and state employees with work agreements appointed by civil service development officials, given tasks related to a government position or other state duties and paid a salary by statutory regulations. ASN Management is the management of ASN to produce ASN Employees who are qualified, ethical, free from political intervention, and free from corruption, collusion, and nepotism. The ASN Information System is a collection of facts and figures on ASN Employees that have been systematically, thoroughly, and technologically integrated.

An organization or institution's implementation of policies and programs, particularly those pertaining to state institutions and including the buildings and infrastructure needed to support the programs that will be implemented, is referred to as the implementation process. The achievement of public policy in its entirety involves many steps, including implementation. Each implementation phase requires skilled labour for the tasks assigned by the democratically defined policy. The ability to employ available resources, particularly human resources, determines whether a policy implementation will be successful, making people the most crucial resource. Time and money are crucial factors in the successful implementation of policies, in addition to human resources. Communication is as vital to policy resources. Resources must also be provided in this policy in order to hasten the administration and execution of a policy. These resources come as money or other rewards that hasten policy implementation. A significant factor in the failure of policy implementation is the need for sufficient funding or other incentives.

3. RESEARCH METHOD

3.1 Research Design

The method used in this research is using a qualitative approach, and the type of research is descriptive research. The researchers use qualitative methods to explain the phenomenon as deeply as possible through in-depth data collection and provide a real picture of the Implementation of this Work From Home Policy. This research does not prioritize the population size or sampling; even the sampling is minimal.

3.2 Research sites

This research was carried out at the Probolinggo Regency Government, which has been and is implementing work from home from November 2021 until now at the BKPSDM Probolinggo Regency.

3.3 Research Scope

The scope of this research is the Implementation of the District Head's Circular Letter Number 062/023/426.53/2021 Concerning the Adjustment of the ASN Work System in the staffing agency and the development of Human Resources in Probolinggo Regency.

3.4 Data Collection Techniques

Data was taken based on questionnaires distributed to reveal responses, perceptions and views so that they are in the form of open questions. The data collection method used in this study used purposive sampling with the snowball sampling technique. This means that the data collection technique uses data from informants where the selection of the second informant is based on information from the first informant, the third informant is based on the recommendations of the second informant and so on. While the Snowball data collection technique that will be used is to take a number of data or cases from Work From Home through the linkages from one informant to another or one case to another case, then look for further relationships through the same process, and so on so that you get a conclusion. The way to collect data using the snowball sampling technique that will be carried out in this study is to distribute questionnaires and use documentation and interviews through informants. The open questionnaire was intended to obtain answers to questions regarding ASN opinions or reactions regarding work-from-home policies from the Regent on performance in the field. At the same time, the interviews were to reveal data deemed to require further description or explanation that could not be accessed in the questionnaire. Observations were also made to obtain data from ASN to complement the results of this study further.

3.5 Data Analysis Techniques

In this study, the authors analyzed the data obtained in a qualitative descriptive way, where the researcher went directly to the field to obtain data from the beginning to the end of the study. Then the data obtained is processed systematically and logically by describing the reality and circumstances that occur in the research object as it is, which is obtained both from the research subject and research information to conclude. Data analysis here was carried out in several stages, first by condensing data obtained from questionnaires and interviews with informants, which would then be condensed into the main things and focused

according to the research focus. The second is the presentation of data in the form of a brief description, charts, and relationships between categories and tables, as well as drawing conclusions and verification obtained through interviews or documentation methods described or presented in words or sentences, not numbers.

RESULTS AND DISCUSSION

4.1 Implementation of the Policy Regarding Adjusting the ASN Work System at the Personnel and Human Resource Development Agency in Probolinggo Regency

Implementing the District Head's Circular Letter Number 062/023/426.53/2021 Concerning Adjusting the ASN Work System at the Probolinggo Regency Personnel and Human Resource Development Agency is a response to the events that are currently happening. All employees at BKPSDM Probolinggo Regency must follow this Work From Home policy because one of the duties of ASN is to implement public policies made by the Civil Service Development Officer by statutory provisions. Based on the results of the interviews, it was found that the implementation of the WFH policy at the Probolinggo Regency Personnel and Human Resources Development Agency based on an appeal or circular letter issued by the Probolinggo Regent had gone well. In terms of limiting the implementation of work from home, each division has been able to implement this policy according to orders from the leadership. Each sector makes a schedule for implementing work from home; this schedule will later become a guideline for every employee who will carry out WFH or WFO; from the schedule prepared for each sector, the percentage of attendance of employees in the office and those working from home.

In the WFH concept, not all work can be done from home. BKPSDM, which has the primary function of staffing services, has several employees who must carry out their duties continuously, such as rank, periodic, pension, leave and other services. Regarding the 2-day employee work system to carry out WFH, the interview results concluded that only some employees are regulated to carry out WFH for two consecutive days to ensure communication between superiors and subordinates if it takes too long to carry out WFH.

From the results of the interviews, it was concluded that if employees are carrying out WFH, they must continue to carry out all office tasks, especially tasks regarding Personnel Services, which are the main tasks of the Probolinggo Regency Personnel and Human Resources Development Agency. Staffing also said that on that day, the leadership suddenly asked employees who are carrying out Work From Home are called upon to carry out their duties in the office, so every employee is required to attend the office; this also applies to all employees without exception. This was also corroborated by interviews with several implementing staff who conveyed their readiness to come to the office if needed, even though they were carrying out WFH that day. From the results of the interviews, it can be concluded that supervision by the leadership has been going well during the implementation of WFH. The immediate supervisor will ask about the health condition of the subordinates if symptoms are detected and suggest checking their health.

The current Covid-19 pandemic should be used as a momentum for ASN to prepare for The New Normal in supporting the acceleration of adaptive and agile bureaucratic reform so that bureaucratic organizations can play a role as a determining factor in winning the global competition. This is in line with the WFH concept, which explains that by doing work from home, one can be more flexible at work. To support this Work From Home policy in 2022, the Probolinggo Personnel and Human Resource Development Agency has developed the e Stamina Mobile application. This application is straightforward to operate, simply by downloading it on the Playstore cellphone of each employee, so it is easy to use as an attendance. This attendance is a development of the Finger Manual Attendance (fingerprint), used before Covid 19 in Probolinggo Regency. In the menu options, each employee will choose absent to come in the morning and absent to go home in the afternoon. From the results of the June to October 2022 attendance recap on the e Stamina mobile application, for employee absences at the office of the Personnel and Human Resources Development Agency, attendance has been implemented by the Regent's Policy on Work From Home.

From the interviews and questionnaires submitted by the informants, they said that all BKPSDM employees were ready to be patriots in preventing Covid 19. All employees had implemented discipline in enforcing this health protocol, such as wearing masks, washing hands and maintaining distance in activities, especially in the room. With the issuance of this Regent's Circular Letter, the Head of the Agency has formed a Health Patriot Team. This team consists of one person selected from each division and secretariat.

During the implementation of Work From Home in Probolinggo Regency, employee performance became the things and points considered by each leader and each sector. The results of interviews with several informants said that they feel happy when carrying out work from home. This happens because you feel that working from home reduces work stress levels so that work productivity increases, work satisfaction increases, reduces operational costs and working from home will directly bring you closer to your family (Work-Life Balance). With the covid 19 pandemic, the Personnel and Human Resource Development Agency, through the Field of Performance Management and Apparatus Discipline in 2021, has developed the Si Keppo

Application (Employee et al. for Probolinggo Regency). This application aims to monitor the performance of each employee. This application is straightforward to use on a computer, laptop or mobile device. After completing their daily activities, employees must post what was done that day, specifically for the Work From Home and Outside Service options. This application also contains the coordinates or position of the employee on that day. This application also functions to monitor the activities of all employees. Leaders can see the position and activities of subordinates only through this account from Si Keppo.

During the pandemic period, this application was used by all employees at the Probolinggo Regency Personnel and Human Resource Development Agency. This can be seen from Si Keppo's recap; the target amount of work from this application is 6780 minutes per month if taken on average to achieve the performance target, each employee must carry out work of at least 6780: (24 days) which is 282.5 minutes, or if averaged every a day one employee must carry out the task of at least 5 hours per day. The results of the recapitulation show that the performance of employees at the Personnel and Human Resources Development Agency shows that in the second semester of June to December 2022, the performance targets for BKPSDM employees have been estimated at 95% to 125%, meaning that the target has achieved what was expected even though in the June period there were several Employees who are not counted at 100% so that apparent supervision and information is needed regarding the implementation of this policy.

Several types of work at the Probolinggo Regency Personnel and Human Resources Development Agency Office cannot be done from home, namely types of work related to service. One is taking rank files, periodicals, permits, and leave. In overcoming this, the BKPSDM Office in Probolinggo Regency. While implementing the WFH policy, carrying out policies such as prohibiting every guest from entering the office room, guests can only reach the receptionist and be served in the service room that has been provided. Personnel of more than five people, such as when carrying out meetings or other activities, guests must wear masks, and when serving guests from outside BKPSDM, employees also wear masks and set the distance between one employee and another; the most recent thing to do is to move 2 (two)) Fields, namely the ASN procurement sector and the Apparatus Competency Sector to the 2nd Floor of the Probolinggo Regent's office in order to limit the working distance between employees.

4.2 Supporting Factors in Implementing Policies Regarding Adjusting the ASN Work System at the Probolinggo Regency Personnel and Human Resource Development Agency.

The policy's success can be seen in implementing the policy itself. Several factors or indicators can influence the success of policy implementation, namely communication related to whether there is socialization between policy actors and policy actors. Information is obtained from informants, namely the opinion that there has been socialization regarding the Work From Home policy. According to the results of interviews and questionnaires, the socialization of this policy has been conveyed through the monthly staff meeting every January 1. The WFH Schedule was discussed in the staff meeting, which was prepared by each sector, especially about 50% attendance, implementation of working hours, attendance, performance and enforcement of health protocols at BKPSDM Probolinggo Regency. Socialization is also conveyed directly by superiors to subordinates by supervising and ordering this policy.

Furthermore, communication also includes clarity in communication. In connection with this clarity, based on the results of interviews with several informants, especially those who have positions as executors/staff, the leadership has conveyed all matters relating to this Work From Home policy. From Home, Attendance, Performance and Health Protocols must be implemented. Clarity of communication is also carried out by the party implementing WFH, in this case, reporting from subordinates to superiors. This communication can be done directly via WhatsApp, Email, or other social media, and indirect communication can be done by reporting through the applications provided, namely Si Keppo and E Stamina.

The results of the communication phenomenon research above can be analyzed as follows: the intensity of policy outreach is appropriate, and the results of monthly meetings can be carried out correctly. As for the clarity of information, the research results revealed that the provisions in the Work From Home policy have been accepted by the implementers/staff. Likewise, there is message consistency, meaning there are no conflicting policy messages between one policy order and another. In presenting the data, it was revealed that employees felt that if communication was established clearly and smoothly between leaders and subordinates and colleagues while implementing the WFH policy, it would support the successful implementation of this WFH policy. It can be concluded that the communication process regarding implementing the Work From Home Policy has been running and can be carried out by all Personnel Agencies and Human Resources Development.

The second supporting factor is the bureaucratic structure. The definition of bureaucracy refers to an organization that is intended to mobilize energy regularly and continuously to achieve a specific goal. In terms of the organizational structure of implementing organizational policies, the informants had a similar response, namely that the organizational structure of the Probolinggo District Personnel and Human Resources Development Agency was appropriate and able to support the Work From Home policy. Even so, it is necessary to have a clear division of tasks for the implementers of Work From Home. The third supporting factor is resources.

Regarding resources supporting the Work from Home policy, the informants had various responses, but they agreed that there was a need for increased resources at the Personnel Agency and human resource development, both human resources and others, including supporting facilities and infrastructure. From interviews with several informants who are implementing staff at the Personnel and Human Resource Development Agency, they said that the Work from Home policy was acceptable and well implemented. The results of the interviews also convey that staff who carry out WFH feel that the level of work stress will decrease, work satisfaction will increase, reduce operational costs and work from home will be directly closer to family.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Implementing this WFH Policy is already underway, and all office employees follow. This can be seen from the Work From Home Schedule, which regulates the number of employees who carry out WFH or WFO. From the schedule prepared by each Head of Division, the number of attendance of employees in the office and those working at home is 50% versus 50%. However, several types of work cannot implement WFH typically, namely types related to staffing services, so the 2-day work from home and 2-day work from office policies cannot be carried out usually. Employee working hours while carrying out WFH or WFH are by applicable organizational rules. The readiness of employees who carry out WFH when called to the office will ensure staffing services are maintained during this pandemic. The implementation of this policy is also supported by supervision by superiors over subordinates; this supervision can be carried out directly or indirectly. While implementing this employee WFH policy, all employees of the BKPSDM Probolinggo district use attendance with the e-stamina application and daily work history with the Si-keppo application. Each employee has carried out the implementation of policies related to Enforcing Health protocols.

The factor that can influence the successful implementation of WFH is communication. From the research results, the intensity of policy outreach is appropriate, and the results of monthly meetings can be carried out correctly. In terms of clarity of information, the research results reveal that the provisions in the Work From Home policy have been accepted by implementers/staff. Likewise, there is message consistency, meaning there are no conflicting policy messages between one policy order and another. Communication is established clearly and smoothly between leaders, subordinates, and colleagues while implementing this WFH policy.

The second factor is the Bureaucratic Structure. The organizational structure of the Probolinggo Regency Personnel and Human Resources Development Agency is very hierarchical in carrying out this policy. The third factor is resources. From the study results, the resources owned by the Personnel and Human Resource Development Agency have been very supportive in implementing this policy.

5.2 Suggestions

Based on the conclusions from the research results stated above, suggestions can be given, including several points that still need to be implemented from implementing this WFH policy: a 2-day work schedule from home and two days from the office. Taking turns without having to carry out two days of work from home, preparing this schedule must also adjust each employee's workload and the organization's needs so that staffing services can continue to run. There are several employees whose performance while carrying out Work From Home is less than the expected target. To overcome this, supervision and communication must be further improved with leaders, colleagues and subordinates; this is done so that work done from home continues with good results. Expected. From the ability of the resources they have, several BKPSDM employees have difficulty carrying out Work From Home because of the facilities they have; this can be overcome by providing precise tasks so that when carrying out work from home, they can continue to work optimally. Moreover, in support of this Work From Home policy, BKPSDM has developed an application for attendance and reporting of daily work; for existing applications such as E Stamina and Si Keppo it is better to combine them into just one application; this will make it easier to monitor and also staff in operation.

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