

Original Research Article

Work From Home (WFH) Policy for Civil Servant During the COVID-19 Pandemic

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Abstract: The purpose of this research is to find out and analyze policy implementation along with the driving and inhibiting factors related to WFH for state civil servants during the Covid-19 pandemic based on the Mayor of Malang Circular Letter Number 20 of 2020 concerning the new normal productive and safe covid-19 order for civil servant and regional owned enterprise employees in the public relations section of the Malang City Regional Secretariat. The research location was conducted in the Public Relations Section of the Malang City Regional Secretariat, which is one of the Regional Apparatuses in the Malang City Government. Research results found that WFH policy for state civil servant during the Covid-19 pandemic in the public relations section of the regional secretariat of Malang City is a populist policy. However, the relevance of the policy and its implementation in the field did not comply with the applicable policy. Supporting factors are shown by adequate facilities, and a WhatsApp group for the public relations department makes coordination very easy. At the same time, the inhibiting factors include insufficient staff, the absence of guidelines or SOP, and the absence of a definite set schedule.

Keywords: WFH, Civil Servant, Covid-19.

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INTRODUCTION

Since the issue of the COVID-19 outbreak in the world, all components of the world community, especially the government, are preparing and improving to face the worst scenario that will be obtained due to the rapid spread of the virus. Various methods have been carried out, starting from making policies related to the gathering or carrying out activities with large numbers of people. One of them is implementing "Social Distancing," limiting visits to crowded places and making direct contact with other people. An example of the method used to implement Social Distancing is working from home or "Work From Home" (WFH). WFH work system is one of the government policies with a working model in which employees work with the help of telecommunication technology.

The WFH policy is applied to the State Civil servant, which is the driving wheel of government. The WFH policy for civil servant in Indonesia was put forward by the Minister of PANRB through Circular Letter of the Minister for Administrative Reform and Bureaucratic Reform No. 50/2020 concerning the

Second Amendment to the PANRB Minister Circular No. 19/2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent the Spread of Covid-19 in Government Agencies. This WFH policy aims to reduce the risk of spreading COVID-19. However, this policy does not mean that civil servant can work from home arbitrarily to carry out their duties and provide services to the community. However, civil servant continues to carry out its obligations and provide services by utilizing information technology (Atmojo ED, 2020).

The implementation of WFH in Indonesia turns out to be experiencing problems, which is quoted in the CNN Indonesia article (23 July 2022) saying that 30 percent of the 3.9 million state civil servant did not work while implementing WFH. According to the Head of the National Civil Service Agency (BKN), there are many civil servant in Indonesia, but the quality could be better. The assessment is seen from civil servant competency and willingness to adjust to digital developments.

This implementation has been extended up to two times in its implementation. The City Government of Malang issued a policy through the Mayor of Malang Circular Number 20 of 2020 concerning the New Normal Productive and Safe COVID-19 Order for state civil servant and regional owned enterprise employee to provide guidance and protection for the health of civil servant, Non-civil servant, and regional owned enterprise employees in the Malang City Government Environment, in providing certainty of the implementation of duties and functions as well as services to the community to continue to run effectively and efficiently.

The implementation of the WFH policy implemented in the Public Relations Section of the Malang City Regional Secretariat faced several problems in its implementation. The problem is that for employees, one of their primary duties is to prepare all the leadership's agenda, starting from the mayor, deputy mayor, regional secretary, and regional assistant, so that WFH cannot be controlled with a definite schedule because it adjusts the leadership's agenda besides that coverage on social media must also continue. It was done every day.

RESEARCH METHODS

Research Location and Focus

In this research took place in the public relations section of the regional secretariat of Malang city, one of the regional apparatuses in the government of Malang city. The choice of this location was because the local secretariat of the Malang city government is a central place for bureaucratic activities, so establishing the WFH Policy is essential to implement. The scope of this research discusses WFH policies for state civil servants during the Covid-19 pandemic (a study of the implementation of WFH policies based on the Mayor of Malang circular letter number 20 of 2020 concerning the new regular productive order and safe for covid-19 for civil servant and regional owned enterprise employees in the public relations section of the Malang City Regional Secretariat.

Scope of Research

The scope of this research is WFH policy for civil servant during the covid-19 pandemic. The implementation studies WFH policy based on the circular of the mayor of Malang number 20 of 2020 Concerning the New Normal Productive and Safe Covid-19 Order for civil servant and regional owned enterprise employees in the public relations section of the regional secretariat of Malang City.

Research Informants and Data Sources

In this study, informants were selected using the technique of purposive sampling. Multiple stakeholders and employees from the Public Relations Section of the Regional Secretariat of Malang City were interviewed for this study. In this study, the data

sources were obtained from semi-structured interviews, namely by preparing instruments in the form of written questions that the researchers had prepared.

Data Analysis Technique

In this research, data analysis will be carried out in several steps: data reduction, display, decision making, and verification. The guidelines used in the data analysis process are the first based on the results of interviews, observations, and document recording, the second is based on field notes, the third is made on data presentation based on data reduction in the form of systematic descriptions with edits, the fourth is based on data presentation which is formulated into temporary conclusions. Moreover, the fifth is the conclusion made by completing qualitative data and developing "inter subjectivity".

RESULTS

Implementation of the WFH policy for state civil servant during the Covid-19 pandemic based on Malang Mayor Circular Number 20 of 2020 concerning the new normal productive and safe covid-19 order for civil servant and regional owned enterprise employees in the public relations department regional secretariat of Malang City

In the implementation of the WFH Policy for State civil servants during the Covid-19 Pandemic Period based on the Malang Mayor's Circular letter number 20 of 2020 concerning the new normal productive and safe covid-19 order for civil servant and regional owned enterprise employees in the public relations section of the Malang City Regional Secretariat, various factors influence this implementation. Among them, namely the first is about communication. Communication is a significant factor in policy implementation because relationships involving the human element will work well if communication is carried out correctly.

Policies that have been decided must be communicated accurately, consistently, and precisely. This communication is needed so that policymakers and implementers are more consistent in implementing policies that will be applied to policy targets. The better the communication, the better the implementation will result. However, in the distribution of communication, there is also often a need for more communication. This is because in the process of communication through several levels of bureaucracy, what is expected is distorted or distorted in the middle of the road which causes the results of the communication to be inappropriate.

There are three indicators related to communication factors. The first is transmission, where based on interview results, it can be concluded that transmission in communication in the Public Relations department has been carried out to carry out communication and coordination, namely the existence

of a Whatsapp Group for communication during the implementation of WFH in the Public Relations Department. The next indicator is clarity. Communication received by policy implementers must be unambiguous. Clarity communication in policy implementation has been carried out well by the state civil apparatuses in the public relations section. This matter was carried out with an electronic attendance machine by applicable policies.

However, there are still problems in its implementation Policy for setting Work From Office (WFO) schedules still needs to be carried out by the Head of Public Relations at the Public Relations Section of the Regional Secretariat of Malang City. Implementation of working days and hours for civil servant and Non-civil servant carried out in rotation does not work according to the applicable policy. The last indicator is consistent. In the implementation of communication, orders must be consistent and transparent. Because frequently changing orders can confuse the field during implementation. Based on the study's findings, the Public Relations Department communicates by the applicable policies by maintaining consistent communication on the Whatsapp Group and sharing information.

The second factor that influences the implementation of the WFH Policy for the State Civil servant is the resource factor supported by various indicators, including the first staff indicator. One of the policy implementations is influenced by staff indicators. The condition of inadequate, adequate, or incompetent staff in their field affects the implementation of the policy. It is not sufficient to increase the number of staff and implementers; it is also necessary to have sufficient staff with the skills and abilities required to implement the policy or perform the tasks desired by the policy itself.

The second indicator that affects resources is information. In the public relations department, the process of conveying information during a pandemic is through an application on a cell phone, namely Whatsapp, where all members are already members of the Public Relations Group so that the delivery of information is directly conveyed to each employee. According to the findings of observations, it can be said that information in the public relations section of the Malang city regional secretariat has been conveyed clearly, namely through an application on a cell phone, namely Whatsapp, where all members are already members of the public relations group so that the delivery of information is directly conveyed to each employee. The next indicator, namely the authority that is by applicable policies but related to the implementation of WFH, is the primary function of the Public Relations Section, which prepares all the leadership agenda, causing WFH to not work properly according to existing regulations. The last indicator is

facilities where based on interviews and observational data it can be conveyed that the facilities provided such as electronic presence devices in the form of fingerprints and SIPRETI, hand sanitizers, body temperature gauges, and a place to wash hands before entering the room are in accordance with applicable policies.

Disposition is the third factor that affects implementation policy implementation (WFH) for civil servant. In the implementation of policies, a disposition is a crucial factor. This is also influenced by several indicators, such as the appointment of bureaucrats, where the attitude of policy implementers can create significant obstacles to policy implementation if personnel do not carry out the policies desired by high-level officials. On these indicators, it is known that the disposition is appropriate in implementing WFH by carrying out every order from the direct superior.

Funds or other incentives that can expedite a policy's implementation. A major contributor due to policy implementation failing is a deficiency or limitation of funds or incentives. There is no intensive implementation because the implementation of performance as the primary duty and functions of the Public Relations Section will continue to be carried out by the State Civil servant with various situations and conditions. The last factor is in implementation affect policy implementation (WFH) for civil servant, namely the absence of a Standard Operating Procedure (SOP) that regulates when implementing WFH, fragmentation in the form of responses from the mass media, friends, and family who think that there is a WFH policy but still carry out tasks outside because the assignment will bring the virus covid-19 to friends and family.

Supporting and inhibiting factors influencing the implementation of the WFH policy for state civil servants during the Covid-19 pandemic based on the Mayor of Malang Circular Letter Number 20 of 2020 concerning the new normal productive and safe Covid-19 order for civil servant and regional owned enterprise employees in the public relations section of the Malang City Regional Secretariat

Supporting factors influence progress in a process or action performed by an individual or group. The existence of supporting factors in an implementation is what will create a policy that policymakers or policymakers must make. Factors supporting the implementation of the WFH Policy for the State Civil servant Public Relations Section of the Malang City regional secretariat are adequate facilities such as hand sanitizers, measuring body temperature, a place to wash hands before entering the room, masks,

Inhibiting factors are anything that has the nature of hindering or hindering the process of achieving predetermined goals. The existence of inhibiting factors in implementation will review a

policy process that policymakers or policymakers must make. There are several inhibiting factors based on the interview process with several State civil servant in the Public Relations Section of the Malang City regional secretariat, namely the insufficient number of staff because the duties and functions that we carry out with the agenda of regional leaders who come in every day are so many, making it challenging to implement WFH. No guidelines or SOPs regulate how the system works during a pandemic. In addition, there is yet to be a definite timetable.

DISCUSSION

Policy Theory

According to James E Anderson, as quoted by Islamy (2009: 17), the policy is "a series of actions that have a specific purpose that is followed and carried out by an actor or group of actors to solve a particular problem." Three types of public policies have different goals and approaches, namely populist policies, trial-and-error policies, and military-style policies. According to Van Meter and Van Horn (in Budi Winarno, 2007:146-147) define the implementation of public policy as actions in previous decisions that include efforts to convert decisions into operational actions within a specified time frame. Daniel Mazmanian and Paul Sabatier (Leo Agustino, 2012: 8) define policy implementation as "The implementation of fundamental policy decisions, typically in the form of laws, but also in the form of significant executive orders or judicial decisions." According to the preceding definition, policy implementation requires the existence of policy goals or objectives, activities to achieve those goals and activity outcomes.

Work From Home (WFH)

According to Sarah Busyira (2020: 5), the government implements social and physical separation oneself to prevent the virus from spreading, one of which is the WFH system, which is a government recommendation for all Indonesian people. In its implementation, according to Oska Mungkasa (2020: 143), it needs to be based on several things, such as feasibility, availability, schedule setting, speed of response, productivity measures, physical environment, and data availability) can have a positive or negative impact on employees or employees and even companies/agencies (Uun Novalia: 2020). The positive impacts include a work from home system that can provide flexible working hours for employees, provide a balanced life, control work schedules according to mood, and reduce laziness and absenteeism.

State Civil Servant

State civil servant in the Big Indonesian Dictionary (KBBI) is defined as preventing the virus's spread. "State Civil Servant" is an instrument of the state, mainly covering the institutional, management, and staffing fields, which is responsible for carrying out the daily wheels of government. Law no. 5 of 2014

concerning the State Civil servant, which includes civil servants and Government Employees with Employment Agreements, governs the State civil servant in Indonesia.

The COVID-19 pandemic

Covid-19 is a virus belonging to the family Coronaviridae that has implications for infectious and fatal diseases that attack mammals, including humans, in the respiratory tract and lungs. According to Siti Maimunah (2020), several economic impacts have been caused by the Covid-19 pandemic, including the scarcity of goods, the tourism sector, rising poverty, and unemployment rates.

CONCLUSIONS AND SUGGESTION

Based on the results of Policy Research *Work From Home* (WFH) for the State Civil servant during the Covid- 19 Pandemic (Implementation Studies WFH Policy based on the Circular of the Mayor of Malang Number 20 of 2020 Concerning the New Normal Productive and Safe Covid-19 Order for civil servant and regional owned enterprise employees in the public relations section of the regional secretariat of Malang City above. Then in this study, it can be concluded that the WFH policy is populist, but the relevance of the policy and implementation in the field not by the applicable policies as evidenced by several indicators including communication, resources, disposition, and bureaucratic structure. Supporting factors that influence the Implementation of the WFH Policy include adequate facilities, and the existence of a WhatsApp group which makes it easy. Meanwhile, the inhibiting factors include insufficient staff, absence of guidelines or SOP, and absence of a definite schedule.

Based on the conclusions above, the suggestion that the writer can convey is that for the Malang City government, when filling out civil servant positions, more attention is paid because there is a shortage of employees, so additional employees are needed to maximize performance according to applicable regulations, make guidelines for work mechanisms during the implementation of WFH, and determine the WFH or WFO schedule in writing so that it continues to be used as a guideline for the employee attendance system, the rest adjusts to conditions in the field.

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