

The Influence of Work From Home Policy on The Performance of Government Agency (Case Study on State Civil Servant Agency)

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Abstract

This research was conducted to determine the impact of the work from home policy on the performance of the State Civil Service Agency employees of the Directorate of Procurement and the rank of the Procurement subsection. The purpose of this research is to find and analyze the implementation of work from home policies at the State Civil Service Agency (BKN), how the performance of employees from the State Civil Service Agency (BKN), the magnitude of the influence of work from home policies on the performance of the State Civil Service Agency (BKN). This is a quantitative method with a descriptive research type. Sampling was carried out using a non-probability sampling method with a saturated sampling type, with a total of 33 respondents. The data analysis technique used is descriptive analysis and simple linear regression analysis. The results of the study were based on descriptive analysis of the work from home policy variables and overall performance in the good category. Based on the hypothesis test (t test) it was found that the work from home policy variable had a significant effect on the performance of the State Civil Service Agency employees. This is evidenced by having a value of $t_{count} (9,683) > t_{table} (2,039)$ and a significance level of $0.000 < 0.05$. Based on the coefficient of determination, it is found that the effect of work from home (X) policy on performance (Y) is 75.2%.

Keywords

Work from Home Policies, Performance, Human Resource

1. Preface

At the end of 2019 all countries in the world were shocked by a global pandemic called Corona Virus Disease (Covid-19). This virus attack has had a major impact on human life in the world and has changed many important aspects of life. This also causes a change in work methods to work from home (WFH). The change in work methods in question is a change in the organization in assigning duties and responsibilities to its employees by "forbidding" its employees to work in the office and gather in the room. This prohibition is not intended to damage the organization's performance but to prevent the spread of Covid-19 which continues to increase the number of victims in Indonesia. The concept of Work from Home (WFH) has been the subject of discussion and the theme of global studies by researchers in the last 10 years, but this global phenomenon began to emerge at the time of the Covid-19 attack and became an alternative strategy for many organizations.

In Indonesia, Work from Home (WFH) has not yet become a work culture within the organization, there are still few organizations that have provided the flexibility to work for their employees, especially government employees as civil servants. In addition, advances in information technology in the current industrial revolution have changed the work order and organizational culture, where organizations are required to transform from all aspects to build a competitive advantage strategy. The development of technology and information not only has an impact on organizations, but the lifestyle and social life of the community has also changed so that the demand for special services for the community is certainly an important priority for many organizations. According to Kumar & Aithal (2016), current technology has changed attitudes and social life of the community, gender differences are no longer a limitation of qualifications and specifications in many jobs that no longer look at gender but rather on the skills and knowledge of human resources.

Work from Home which is a phenomenon nowadays in Indonesia is not a work culture found in many organizations, especially government organizations which are very tied to direct supervision, discipline and also

public services. However, the Work from Home they did was not because the offices as facilities provided by the employer were inadequate, but rather to prevent the spread of Covid-19, which is currently developing. In fact, Work from Home is not fully understood by employees, they feel many dilemmas such as the mindset that home is their place to rest while work is generally done in the office. According to McCloskey (2018), this dilemma condition sometimes causes conflict in the family even though WFH creates flexibility in time and place. In addition, according to Ellen Ernst Kossek (2015), Work from Home has shortcomings such as poor performance as a team and also a supervisory system that is less than optimal by the manager, but in addition to having shortcomings, the results of the study also show that Work from Home provides flexibility and flexibility for employees to carry out their work, without direct supervision by a supervisor or manager.

On March 21, 2020, the Head of the State Civil Service Agency (BKN) issued Circular Letter Number 3/SE/III/2020 regarding changes to the Circular Letter of the Head of BKN Number 2/SE/III/2020 regarding the prevention of the spread of Covid-19 for employees within the BKN environment who states that employees assigned to the fields of protocol services, health, correspondence, security, technicians, drivers and cleaners and/or as needed continue to work in the office with a composition of employees working in the office of 10% of the total number of employees in the said field. Employees who are not involved in office activities in this field can fully work from home.

Based on the results of interviews that the author conducted with Mrs. Hasmanah as an employee of the Sub-directorate of State Civil Apparatus Procurement regarding the work from home policy mechanism for employees of the Sub-directorate of State Civil Apparatus Procurement, information was obtained that each employee carried out the tasks assigned according to their respective responsibilities. The tasks for the Sub-Directorate of Procurement of State Civil Apparatus based on Article 187 of the Regulation of the State Personnel Agency of the Republic of Indonesia No. 2 of 2020 are to control letters and complete requests for the National Civil Apparatus Employee Identification Number for the appointment of State Civil Apparatus Employees, as well as complete the Employee Card and Wife/Husband Card.

In terms of performance reporting, the State Civil Service Agency has an application called *e-kinerja* to support the implementation of the work from home policy. In the application there are new features, namely the online/offline status check feature for subordinates, and a supporting data upload feature that aims to enable superiors to see whether employees are online/offline, and when was the last time an employee was online/logged in to the application, as well as to see work progress. what their subordinates do every day. Although there is an online/offline status check feature, employees are not required to always be on standby during working hours in the application. In terms of payment of performance allowances, both employees who work at home and in the office are entitled to payment of performance allowances.

On June 5, 2020, Circular Letter Number 15/SE/VI/2020 was issued regarding the Employee Work System in the New Normal order within the BKN (BKN, 2020). In the circular, it is stated that the representation of workers who attend the office is a minimum of 10% and a maximum of 50% of the total number of employees in the work unit and the schedule is made every month and reported to the HR bureau. However, for employees who are working from home, they must be ready at any time to come to the office if needed. Reporting the performance of employees using the *e-kinerja* application. The working hours for employees who work in the office are 5 working hours, while for employees who work from home it is 7.5 hours. This circular was clarified by the issuance of the HR Bureau Office Memo on June 10, 2020 number 339/MD/SDM/VI/2020 which contained technical instructions for implementing employee attendance. In the official memo, a time has been set for the presence of employees who work in the office and at home through the *siPendekar* application.

The WFH policy issued by the government is a challenge for every agency to maintain its performance. Generational differences can be an obstacle to the implementation of WFH, because not all employees understand the implementation of WFH, including employees of the State Civil Service Agency. Thus it is clear that WFH is a strategy for many organizations with all the advantages and disadvantages that must be accepted by both the organization and its employees. According to Krasulja et. Al. (2015), flexibility, trust, balance of life between work, social, and the disadvantages that must be accepted such as lack of trust, additional costs and also multitasking of employees of different genders are certainly interesting phenomena to study so that the development of the WFH concept becomes wider and contributes to improve the performance of human resources in the organization.

The change in the way of working to WFH requires all employees to be able to adapt to these new working conditions. In this study, the authors conducted a questionnaire on the work from home policy and the performance

of the State Civil Service Agency employees at the Sub-directorate of Procurement of State Civil Apparatus with the following results:

Table 1.1 Performance Pre-Questionnaire Results

No	Question	Score					Total Respondents	Total Score	Explanation
		1	2	3	4	5			
1	I am able to complete the work according to the predetermined target			3	11	6	20	83%	Good
2	I am able to complete work on time		1	4	12	3	20	77%	Good
3	The quantity of my work is according to my ability			4	11	5	20	81%	Good
4	I finish the job well according to the superior's orders			3	13	4	20	81%	Good
5	I minimize the error rate at work		2	2	8	8	20	82%	Good

Source: Pre-Questionnaire Result Data Processed by Researchers

From the table of pre-survey results above, it can be seen that the measurement results of all statements are in the good category. So from the questionnaire table above, there is an illustration that the performance of the State Civil Service Agency employees at the Sub-Directorate of Procurement of State Civil Apparatus is in a good category but not perfect. This is related to the work from home policy that supports employee performance. The results of the pre-questionnaire showed the following values:

Table 1.2 Results of Work from Home Policy Pre-Questionnaire

No	Question	Score					Total Respondents	Score	Explanation
		1	2	3	4	5			
1	Work from Home makes me safer to work because it avoids the spread of Covid-19			1	10	9	20	88%	Very Good
2	Work from Home makes it easier for me to work			9	8	3	20	74%	Good
3	I prefer Work from Home over working in an office		10	4	5	1	20	57%	Good Enough
4	Work from Home lowers the quality of my work	4	3	7	6		20	55%	Good Enough
5	Work from Home makes it easier for me to find and get data		10	7	3		20	55%	Good Enough

Source: Pre-Questionnaire Result Data Processed by Researchers

From the pre-questionnaire table, it can be seen that of the 20 respondents, most of the employees agree with the work from home policy because it makes them feel safer because they avoid the spread of Covid-19. However, employees also feel they don't like the work from home method and prefer to work from the office because of the ease of coordination.

The State Civil Service Agency (BKN) must of course be able to maintain its performance even with the implementation of the Work from Home policy, with various advantages and disadvantages of implementing the new work system. Based on the description above, the authors are interested in conducting research with the title "Influence of work from home policy on the performance of government agents (case study on the state service agency)".

2. Literature Review

2.2 Work From Home Policy

Many experts and academics have various opinions on policy. According to Koontz and Donnel in Arwildayanto et al. (2018:3), policy (policy) is a statement or general understanding that guides thinking in making decisions that have the essence of certain limits in decision making. The Covid-19 pandemic has forced all organizations to

implement a new policy, namely the Work from Home Policy. This policy is contained in the Circular Letter of the Minister of PAN-RB No. 19 of 2020 concerning Adjustment of the Work System of State Civil Apparatus (ASN) in Efforts to Prevent Covid-19 in Government Agencies, which is intended as a guideline for Government Agencies in carrying out official duties by working in home/place of residence (Work from Home) for State Civil Apparatus as an effort to prevent and minimize the spread of Covid-19.

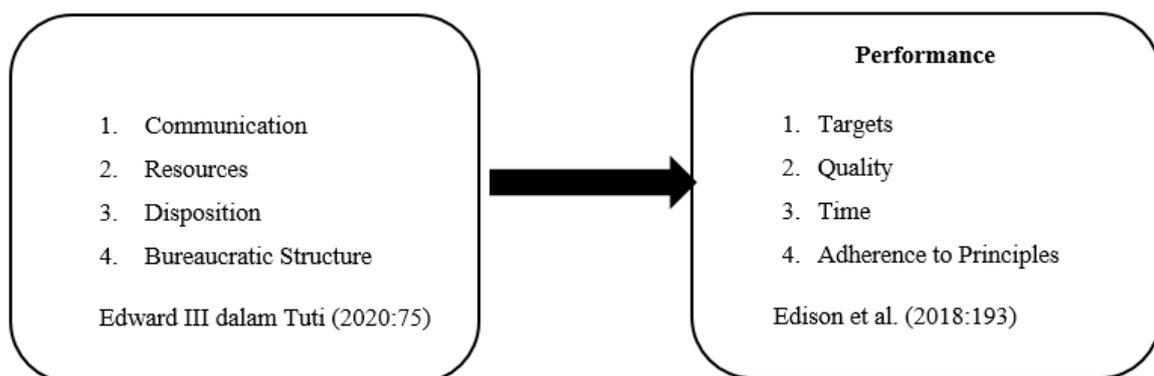
According to Mungkasa (2020:127), the WFH scheme is part of the concept of telecommuting (working remotely), which is actually not new in the world of work and urban planning, and has even been known since the 1970s as an effort to overcome traffic congestion from traveling. home-office commute every day. According to Teo et al. in Mungkasa (2020:130) describes remote work as completing tasks away from a regular office location at least one to two days per week. It should also be remembered that working remotely does not necessarily involve working from home, but can also include utilizing telework centers, located outside the home and regular offices. According to Crosbie and Moore in Tuti (2020:74-75), working from home means paid work that is carried out mainly from home (at least 20 hours per week).

The concept of Work from Home (working from home) is also called Telecommuting Work or telework. Telework means the constant work of establishing and negotiating boundaries between the outside world and the home world. According to Kurland and Bailey in Rony (2020: 6), telework is broadly defined as working from anywhere and anytime.

From some of the definitions above, it can be concluded that the Work from Home Policy is a policy that regulates flexible work alternatives, where employees or employees perform and complete their work and carry out their duties and responsibilities, mostly from outside the office building or at home using technology media. information to complete work and interact with superiors and colleagues in an effort to prevent the spread of the Covid-19 pandemic. According to George Edward III (1980) in Tuti (2020:75), there are four factors that influence the success or failure of policy implementation. The four variables are communication, resources, disposition, and bureaucratic structure.

2.2 Performance

According to Edison et al. (2018:26) states that performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions, standards or agreements. Another opinion about performance put forward by Robbins and Judge (2017: 614), performance is a description of how well employees do the work assigned by the company responsibly and contribute to the environment. According to Edison et al. (2018: 193) it is stated that there are four basic criteria or dimensions to measure performance, namely targets, quality, time, and adherence to principles.



Work from Home Policy

Source: Researcher Processed Data, 2020

2.3 Framework

Based on the research framework above, the researcher raised the hypothesis in the study, namely "**Work from Home Policy Affects the Performance of State Civil Service Employees**".

3. Research Methods

This study uses a descriptive type of research with a quantitative approach. According to Sugiyono (2019: 68), descriptive research is a problem formulation related to the question of the value of independent variables, either only on one or more variables (stand-alone variables). This study uses quantitative methods. Quantitative research methods according to Sugiyono (2019:16) can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples of data collection using research instruments, data analysis is quantitative or statistical, with the aim of testing predetermined hypotheses.

The population in this study were the employees of the State Civil Service Agency, the Sub-Directorate of the Procurement of State Civil Apparatus, of which there were 33 people. This study uses a non-probability sampling technique, namely saturated sampling. Non-probability sampling is a sampling technique that does not provide opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2018: 84). According to Sugiyono (2018: 85) Saturated sampling is a sampling technique when all members of the population are sampled. This is done when the population is relatively small or the study wants to make generalizations with very small errors. Another term for saturated sample is census, where all the population is sampled.

4. Research Results and Discussion

4.1 Descriptive Analysis

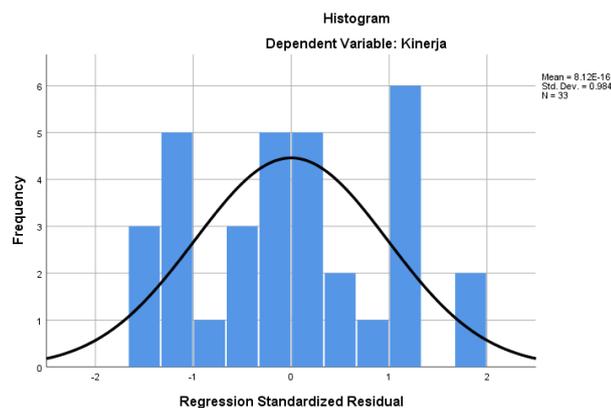
Of the 33 respondents in this study, 57.6% or 19 respondents were male and 42.4% or 14 female respondents. Based on the age of the respondents, the majority of respondents aged between 31-40 years amounted to 39.4% or 13 people. And based on years of service, it is dominated by employees with more than five years of service as many as 54.5% or 18 respondents.

Based on the results of the descriptive analysis technique, the overall Work from Home (X) policy variable is included in the Good category with a percentage value of 75.4%. While the overall performance variable (Y) is included in the Good category with a percentage value of 82%. Thus the State Civil Service Agency has been good in implementing the Work From Home Policy to improve employee performance.

4.2 Classic Assumption Test

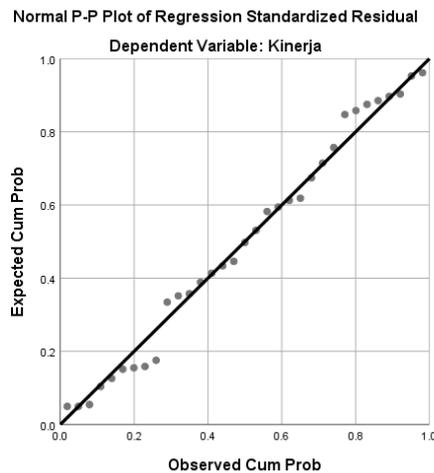
a. Normality Test

The normality test was conducted to determine whether the data obtained from the observations were normally distributed or not, so that the data could be used or not in the regression model. The results of the normality test using a histogram can be seen in the following figure:



Source: SPSS Processing Results, 2021

Based on the image above, it provides an interpretation that the histogram graph has a normal distribution, it can be seen from the graph that forms a bell pattern or does not tilt to the right or left. The results of the normality test using the Normal Probability Plot can be seen in the following figure:



Source: SPSS Processing Results, 2021

Based on the figure above, it shows that the data spreads around the diagonal line and follows the direction of the diagonal line. This means that the data is normally distributed. The results of the normality test using the Kolmogorov-Smirnov (K-S) can be seen in the following table:

One-Sample Kolmogorov-Smirnov Test

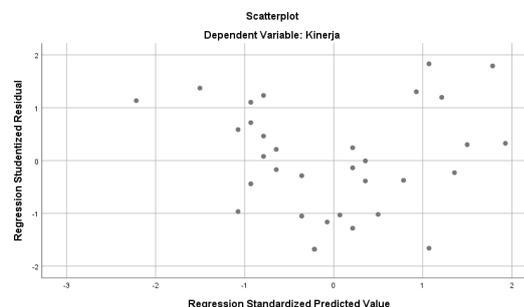
		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.62565923
Most Extreme Differences	Absolute	.101
	Positive	.101
	Negative	-.093
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: SPSS Processing Results, 2021

In the table above, it can be seen that the value of Asymp.Sig. (2 tailed) is 0.200 and above the significant value (0.05), in other words the residual variable is normally distributed.

b. Heteroscedasticity Test

Heteroscedasticity occurs due to changes in the situation that are not described by the regression model specifications. Heteroscedasticity test can be done by using a scatterplot graph as follows:



Source: SPSS Processing Results, 2021

In the picture above, it can be seen that the scatterplot diagram does not form a certain pattern, so the regression does not experience heteroscedasticity disorders.

4.3 Simple Regression Linear Analysis

To be able to find out the relationship between the two variables in this study, the SPSS 25 calculation is used as follows:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.632	4.441		10.501	.000
	Kebijakan <i>Work from Home</i>	.653	.067	.867	9.683	.000

a. Dependent Variable: Kinerja

Source: SPSS Processing Results, 2021

Based on the results of data processing in the table above, the multiple regression equation model can be formulated as follows:

$$Y = a + bX + e$$

$$Y = 2,119 + 0,653 X + e$$

Based on these equations can be described as follows:

- Constant (a) = 2.119. That is, if the Work from Home Policy value is 0, then the Performance value is 2,119.
- The regression coefficient value of the Work from Home Policy variable (b) is positive, which is 0.653. This means that for every increase in the Work from Home Policy by one unit, the Performance will increase by 0.653. Therefore, if the agency wants to achieve good performance, the work from home policy variable must be increased.

Based on these equations, it can be concluded that there is a positive influence between the Work from Home Policy variable and the Performance variable. This means that if the Work from Home Policy variable is increased, the Performance variable will increase.

4.4 Hypothesis Test (t Test)

The results of the t test using SPSS 25 can be seen in the following table:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46.632	4.441		10.501	.000
	Kebijakan <i>Work from Home</i>	.653	.067	.867	9.683	.000

Source: SPSS Processing Results, 2021

Based on the table above, it can be seen that the work from home policy variable (X) has a value of $t_{count}(9,683) > t_{table}(2,039)$ and a significance level of $0,000 < 0,05$, so H_0 is rejected and H_a is accepted. So it can be concluded that there is a significant effect of the work from home policy (X) on performance (Y).

4.5 Coefficient of Determination Test Result (R²)

The table above shows that the R value is 0.891 and R square (R²) is 0.793. This figure is used to see the magnitude of the effect of the work from home policy on performance. The way to calculate R square is using the coefficient of determination (KD) using the following formula:

$$KD = r^2 \times 100\%$$

$$= (0,867)^2 \times 100\% = 75,2\%$$

This figure shows the coefficient of determination (KD) of 75.2%. This shows that the influence of the independent variable, namely the Work from Home Policy on the dependent variable, namely Performance, is 75.2%, while the remaining 24.8% is influenced by other factors not examined in this study, such as leadership style, organizational culture, or motivation.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.744	2.668

a. Predictors: (Constant), Kebijakan Work from Home

b. Dependent Variable: Kinerja

Source: SPSS Processing Results, 2021

5. Conclusion

Based on the results of research and discussion that have been stated previously regarding the influence of the Work from Home Policy in influencing the performance of the State Civil Service Agency employees. Some conclusions can be drawn which are expected to provide answers to the problems formulated in this study are as follows:

Work from Home Policy of the State Civil Service Agency.

Based on the results of the descriptive analysis, the work from home policy in the eyes of the respondents as a whole is in the good category. Of all the work from home policy statement items, there are statements that get the highest response from respondents and fall into the very good category, namely the WFH Policy statement based on the SE Minister of PANRB No 19 of 2020 and my statement that I am committed to completing work both WFO and WFH. This means that the implementation of the work from home policy at the State Civil Service Agency is in accordance with the SE Minister of PANRB No. 19 of 2020 and the employees of the State Civil Service Agency have a high commitment to completing their work, whether work is done by WFO or WFH.

Performance of the State Civil Service Agency.

Based on the results of descriptive analysis, employee performance in the eyes of the respondents as a whole is in a good category, of the overall performance statement items that get the highest responses and fall into the very good category, namely my statement that I complete the task according to the target that has been set, I am thorough in completing the work. , I am committed to maintaining the quality of work, I improve the quality of work according to established procedures, I can complete work on time, and I work properly and responsibly. This means that employees of the State Civil Service Agency can complete tasks according to predetermined targets, are thorough in completing their work, have a commitment to maintain the quality of work, improve quality in accordance with established procedures, can complete work on time, and also carry out work correctly, and be responsible.

The Influence of Work from Home Policy on the Performance of State Civil Service Employees.

Based on the results of the hypothesis test (t test), the work from home policy variable has an effect on the performance of the State Civil Service Agency employees. This can be seen from the results of $t_{count}(9,683) > t_{table}(2,039)$ and a significance level of $0,000 < 0,05$, so H_0 is rejected and H_a is accepted. So it can be concluded that there is an effect of the work from home policy (X) on performance (Y). The magnitude of the influence of the work from home policy variable (X) on performance can be seen from the calculation of the coefficient of determination (R^2), which is 0.752 or 75.2%. While the remaining 24.8% is influenced by other factors not examined in this study, such as leadership style, organizational culture, or motivation.

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