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The Impact of the Work From Home Policy on the Performance of State Civil Apparatus (ASN) in the West Jakarta City Administration Civil Service Agency

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Abstract: Indonesia implemented a Work From Home policy as an effort to prevent the spread of Covid-19. The Work From Home policy has an impact on environmental ASNs, City Civil Service Agency, Adm. West Jakarta. The aim of the research is to find out the impact of the Work From Home policy on the performance of ASN, as well as solutions to improve the impact of Work From Home in the Municipal Civil Service Administration Sub-district environment. West Jakarta. The research was carried out using qualitative methods by conducting interviews with ASN employees within the City Admin Personnel Agency. West Jakarta. The research results show that the Work From Home policy has an impact on work adaptations and adjustments that must be made. ASN needs to make a work schedule as best as possible according to office hours with the support of a conducive work space. This has an impact on the ability to complete work more quickly because working times are more flexible. However, interaction and coordination between teams decreased because they did not meet face to face. This can be seen in employees who are difficult to contact for coordination. Apart from that, there is a lack of supervision from superiors in monitoring work. So the solution to improve the impact of implementing Work From Home is the need to optimize the use of communication tools, transparent division of work and the need for coordination between members. It is also necessary to create tools that can measure employee performance during the Work From Home period.

Keyword: Covid-19 pandemic, Work From Home, Civil Servants, Impact, Solution.

INTRODUCTION

The Covid-19 pandemic in Indonesia is part of the ongoing Covid-19 pandemic throughout the world. This disease is caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-COV2), which belongs to the same large family of coronaviruses that caused the Severe Acute Respiratory Syndrome (SARS) pandemic in 2003, only with a different type of virus. The first Covid-19 that spread in 2020 came from Wuhan, China. Cases of people who were confirmed positive for Covid-19 in Indonesia were first detected on March 2 2020. Finally on March 11 2020, WHO (World Health Organization) officially

declared Corona Virus Disease 2019 (Covid-19) as global pandemic, meaning that the corona virus has spread widely in the world and has had an impact on declaring an international health emergency status. Then responding to the WHO statement, the Indonesian Government, in this case the President of the Republic of Indonesia, gave directions at the Bogor Palace on March 15 2020 which were then outlined in the Presidential Decree (Keppres) of the Republic of Indonesia Number 12 of 2020 concerning the official designation of Covid-19 as a national disaster, which This means that Indonesia is in a Covid-19 emergency status. Because as of April 19 2022, Indonesia has reported 6,041,269 positive cases and is ranked first in Southeast Asia (Wikipedia, 2022).

Then the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) issued regulations regarding the Work From Home (WFH) policy through the Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 50/2020 concerning the Second Amendment to the Circular Letter of the Minister of PANRB No. 19/2020 concerning Adjustments to the Work System of State Civil Apparatus in Efforts to Prevent the Spread of Covid-19 within Government Agencies. This circular contains guidelines for carrying out official duties with Work From Home (WFH) or Working from Home for State Civil Servants as an effort to prevent the spread of Covid-19 within Government Agencies and also regulates the sustainable nature of administration and public services, adapting work systems to Restrictions Large-Scale Social Services (PSBB) and use of the PeduliLindungi application.

This Circular Letter is intended to minimize the spread and prevent and reduce the risk of Covid-19 within Government Agencies in particular and the wider community in general, as well as ensuring that the implementation of organizational duties and functions can continue to run effectively to achieve the performance of organizational units in Government Agencies. This regulation also ensures that the implementation of public services in Government Agencies continues to run optimally and effectively. The DKI Jakarta Provincial Government also made a derivative policy in the form of a Circular Letter from the Governor of the Special Capital Region of Jakarta Number 2/SE/2020 concerning adjustments to the Employee Work System in Efforts to Prevent the Spread of Covid-19 within the Provincial Government of the Special Capital Region of Jakarta. This regulation explains the criteria and SOP for carrying out official duties with WFH for State Civil Apparatus (ASN) in an effort to prevent the spread of Covid-19 within the DKI Jakarta Provincial Government. It is hoped that the WFH policy for ASNs will allow the public to continue to receive maximum service because ASNs basically have to be good servants for the community and must also have an obligation to comply with personnel regulations in order to create good governance (Widodo, 2021).

The object of this research is the West Jakarta City Administration Civil Service Agency. The West Jakarta City Administration Civil Service Agency is an extension of the function of the DKI Jakarta Provincial Civil Service Agency. In an effort to support the Central Government's policy to suppress the spread of Covid-19, the West Jakarta Administrative City Civil Service Sub-agency has also implemented a WFH work system for its employees since March 2020. The West Jakarta Administrative City Civil Service Sub-agency is supported by 17 ASN personnel who are allocated to provide personnel services to ASNs in the West Jakarta Administrative City, totaling 8,852 employees in December 2021. With the implementation of this WFH policy, the Head of the Administration Subdivision always makes a WFH and WFO schedule for ASNs in the West Jakarta Administrative City Civil Service Subdivision which is updated every month or at any change policy on changing working hours as stated in the Circular Letter of the Governor of DKI Jakarta Province.

Table 1. Targets and Realization of Public Service Performance in the West Jakarta City Administration Civil Service Sub-agency

Field	Strategic target	2019		2020		2021	
		Target	Realization	Target	Realization	Target	Realization
Employee Utilization and Development	Realizing timely administration of promotions for employees within the West Jakarta Administrative City	550	554	300	375	180	271
Welfare and Retirement	Realizing the timely administration of awards for employees within the West Jakarta Administrative City	250	270	200	200	150	150
Control	Realization of accurate personnel information data for employees within the West Jakarta Administrative City	960	1025	800	830	700	780

Source: 2021 West Jakarta City Administration Civil Service Sub-agency Annual Report

Based on Table 1, it can be seen that there was a decrease in the number of performance targets in the public service sector at the West Jakarta City Administration Civil Service Agency in the year after the implementation of the WFH work system, namely 2020-2021. In the Employee Utilization and Development Sector in 2019, before the implementation of the WFH work system, the target for employee promotion proposals was 550 proposals, whereas after the implementation of WFH in 2020 there were 300 proposals and in 2021 there were 180 proposals. In the Welfare and Pension Sector in 2019, before the implementation of the WFH work system, the target for employee reward proposals was 250 proposals, whereas after the implementation of WFH in 2020 there were 200 proposals and in 2021 there were 150 proposals. In the Control Sector in 2019, before the implementation of the WFH work system, the target for proposals for updating employee information was 960 proposals, whereas after the implementation of WFH in 2020 there were 800 proposals and in 2021 there were 700 proposals. So the implementation of this WFH work system has given rise to a phenomenon in the form of the process of completing public services carried out by the West Jakarta City Administration Civil Service Agency taking longer than it should.

In carrying out its main duties and functions, the West Jakarta City Administration Civil Service Sub-agency is supported by employees with educational qualifications, the majority of which are Bachelor Degree (S1). So the competency possessed by ASN in the West Jakarta Administrative City Civil Service Sub-agency should be able to master the technology supporting personnel services. However, the fact is, there are still ASN in the West Jakarta Administrative City Civil Service Sub-agency who have not yet mastered the application system used during WFH. such as electronic presence, web conferencing, personnel applications and other applications which are mandatory to support services so that the performance of ASN in the West Jakarta City Administration Civil Service Agency is not optimal when implementing the WFH work system. Another obstacle is that ASN in the West Jakarta Administrative City Civil Service Sub-agency are not disciplined or lack commitment

in carrying out their duties and functions when implementing the WFH work system which also causes the performance of ASN in the West Jakarta Administrative City Civil Service Sub-agency to not be optimal.

Table 2. Absence Recapitulation (Per Month) of ASN West Jakarta City Administration Civil Service Agency 2022

Name	Number of Late (Minutes)											
	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sep	Okt	Nov	Des
M. Hafiz	0	0	8	7	1	7	1	0	0	0	0	0
Heri Kristopano	201	108	130	151	169	148	54	129	136	70	217	161
Yusnita	0	40	36	30	0	11	0	0	0	143	0	37
Dian Novita Sari	0	0	0	0	0	0	0	1	0	0	0	0
Nina Wirdaningsih	250	113	142	76	80	33	23	100	65	59	48	253
Rani Fitra Wardhani	9	19	0	27	8	39	4	0	24	38	18	75
Zulkifli Ahmad	93	148	197	255	94	308	6	18	305	35	225	342
TB Wahyu Arif	0	0	0	0	32	0	0	0	0	0	0	0
Vera Octavia	0	1	2	5	0	0	0	0	6	0	0	0
Rahman Setya Budi	96	35	56	30	145	40	113	128	57	35	170	227
Arwindo	3	0	0	0	0	16	0	0	0	10	49	41
Nurhayati	0	0	6	1	0	0	0	0	2	0	1	0
TB Nabhan Zaki	30	0	0	13	17	0	30	0	0	0	19	0
Opik Hapiat	11	32	25	0	0	9	8	13	18	3	43	79
Maksum	0	0	0	0	0	0	0	0	0	0	0	0
Enni Rahardiani	0	0	0	0	44	0	0	18	0	0	0	0
Ruslan Abdul Gani	0	39	74	255	73	71	124	41	79	64	91	107

Source: Pusdatin BKD DKI Jakarta Province

From Table 2 it can be seen that the recapitulation of employee absenteeism in the West Jakarta City Civil Service Sub-Agency in 2021 shows that there is still less than optimal discipline among ASN in the City Civil Service Sub-Agency when implementing the WFH work system. Because every month there are still ASNs in the West Jakarta City Administration Civil Service Agency whose number of tardies exceeds the effective work time per day, namely 300 minutes. From the results of initial observations, the researchers showed that the less than optimal performance of ASN in the West Jakarta City Administration Civil Service Sub-agency during the implementation of the WFH work system was also influenced by the leadership style of the Head of the West Jakarta City Administration Civil Service Sub-agency. This is shown by the attitude of leaders who do not care or are uncommunicative and unresponsive to the plans and results of the work carried out by their subordinates. This is evidenced by the absence of monthly internal performance evaluation meetings via online or offline during the implementation of the WFH work system so that there is no motivation in the form of input or criticism from leadership regarding planning or task implementation which causes less than optimal ASN performance in the West Jakarta City Administration Civil Service Agency.

Previous research conducted by Ashal (2020) obtained results that the implementation of Work From Home at the TPI Medan Special Class I Immigration Office was going well, there were no significant inhibiting factors found on the performance and the performance of the employees was maintained while prioritizing excellent service and not ignoring existing health protocols. In line with Fadillah's research (2021), the results of the Work From Home implementation carried out by the Personnel and Human Resources Agency in Agam Regency were considered to be effective, because even with the new work system, all employees were able to work according to their main duties and functions so as to obtain satisfactory results. Based on the description and research gap above, researchers are interested in conducting further research regarding the phenomena and factors that influence the sustainability of ASN performance in implementing the WFH policy.

METHOD

In this research, researchers used the Post Positivism paradigm. Post positivism has reductionistic, logical, empirical, cause and effect oriented characteristics, and is deterministic based on a priori theory. The qualitative descriptive method used by researchers as a research method based on post-positivism philosophy is used to research the natural conditions of objects (as opposed to experiments). In qualitative research, humans are the research instrument and the written results are in the form of words or statements that correspond to the actual situation. The research design used in this research is a case study. This research was conducted by the West Jakarta City Administration Civil Service Agency. The time this research was carried out was from June to November 2023, where initial research was carried out from the end of May 2022. The source of information in qualitative research is informants or sources who relate to the researcher's problems. The selection of informants in this research used a purposive sampling technique. To obtain the informants and data needed for this research, the researcher took internal informants, namely Structural Officials in each field in the West Jakarta City Civil Service Administration Sub-Agency, implementing staff in each field in the City Civil Service Sub-Agency. West Jakarta Administration as well as Personnel Managers from 5 SKPD (City Secretariat, Maphar Subdistrict, City UPPBJ, Civil Service Police Unit, and Education Sub-Department) in the West Jakarta Administrative City who use the most personnel services at the West Jakarta Administrative City Civil Service Sub-agency.

Determining key informant data is carried out in a purposive manner, namely the selection of key persons or key informants is deliberately determined based on the characteristics that have been determined by the researcher. In this research, informants were specifically assigned to Structural Officials in each field in the West Jakarta Administrative City Civil Service Sub-Agency, implementing staff in each field in the West Jakarta Administrative City Civil Service Sub-Agency as well as Personnel Managers from 5 Work Units. Regional (City Secretariat, Maphar Village, Civil Service Police Unit, Service Procurement Unit and Education Sub-Department) in West Jakarta Administrative City. The form of sampling used is purposive sampling, where researchers tend to choose informants who are considered knowledgeable and trustworthy as data sources. In this research, researchers collected data through interviews, literature studies and observations. In qualitative research, or the main instrument in data collection is humans, namely, the researcher himself or other people who help the researcher. Data analysis in this research uses interactive model data analysis techniques (Miles & Huberman, 1992:16). Researchers will also analyze data sources using Nvivo software. The use of Nvivo is intended to help researchers process and analyze non-numerical or unstructured data. For the analysis results in this research, data analysis uses comparative diagrams or comparison diagrams. Nvivo 12 for Windows has helped researchers to directly display the results of data analysis through coding with comparison diagrams.

RESULTS AND DISCUSSION

The researcher carried out a qualitative or post positivism research process by looking at social phenomena formed from the new policy made by the Government for the State Civil Apparatus in the form of the Work From Home policy in order to determine the Performance of the State Civil Apparatus during the implementation of the Work From Home policy. Data was obtained by researchers by conducting direct interviews with informants and direct observation during the implementation of the Work From Home work system. The interview data analysis process was carried out based on the Miles and Huberman method and to get an idea of the validity of drawing conclusions from the research results, NVivo software was used.

Source Triangulation

In Cluster Analysis, correlation can be measured (Pearson Coefficient if seen from the correlation between the Pearson Correlation Coefficient). The high and low Pearson correlation values displayed by NVivo illustrate the close relationship between the contents of one text and the contents of other texts. The results can be seen from the table below:

Table 3. Results of Correlation Analysis of Employee Informants at the Municipal Civil Service Agency Adm. West Jakarta

File A	File B	Pearson correlation coefficient
Files\\Pegawai Pada Suku Badan Kepegawaian 5	Files\\Pegawai Pada Suku Badan Kepegawaian 2	0.86547
Files\\Pegawai Pada Suku Badan Kepegawaian 7	Files\\Pegawai Pada Suku Badan Kepegawaian 2	0.86503
Files\\Pegawai Pada Suku Badan Kepegawaian 6	Files\\Pegawai Pada Suku Badan Kepegawaian 3	0.86270
Files\\Pegawai Pada Suku Badan Kepegawaian 3	Files\\Pegawai Pada Suku Badan Kepegawaian 1	0.85634
Files\\Pegawai Pada Suku Badan Kepegawaian 6	Files\\Pegawai Pada Suku Badan Kepegawaian 2	0.78041
Files\\Pegawai Pada Suku Badan Kepegawaian 3	Files\\Pegawai Pada Suku Badan Kepegawaian 2	0.78004
Files\\Pegawai Pada Suku Badan Kepegawaian 6	Files\\Pegawai Pada Suku Badan Kepegawaian 4	0.76417
Files\\Pegawai Pada Suku Badan Kepegawaian 2	Files\\Pegawai Pada Suku Badan Kepegawaian 1	0.75988
Files\\Pegawai Pada Suku Badan Kepegawaian 4	Files\\Pegawai Pada Suku Badan Kepegawaian 3	0.74523
Files\\Pegawai Pada Suku Badan Kepegawaian 4	Files\\Pegawai Pada Suku Badan Kepegawaian 1	0.74284

Source: Data processed by the author

Quantitatively, the magnitude of the similarity between the two files can be seen from the resulting correlation coefficient value. The highest correlation coefficient value is 0.86547 which is the file relationship between Employees in Personnel Sub-agency 5 and Employees in Personnel Sub-agency 2. Then the smallest correlation coefficient value is the relationship between Employees in Personnel Sub-agency 2 and Employees in Personnel Sub-agency 1 of 0.75988. However, the file relationship value found is high > 0.60 so that the source triangulation from respondents is classified as valid or has similar content.

Table 4. Results of Correlation Analysis of Informants among employees of other regional apparatus units in the West Jakarta administrative city area

File A	File B	Pearson correlation coefficient
Files\\Pegawai Satuan Perangkat Daerah Lain 2	Files\\Pegawai Satuan Perangkat Daerah Lain 1	0.903338
Files\\Pegawai Satuan Perangkat Daerah Lain 4	Files\\Pegawai Satuan Perangkat Daerah Lain 2	0.845116
Files\\Pegawai Satuan Perangkat Daerah Lain 5	Files\\Pegawai Satuan Perangkat Daerah Lain 1	0.837602
Files\\Pegawai Satuan Perangkat Daerah Lain 4	Files\\Pegawai Satuan Perangkat Daerah Lain 1	0.837097
Files\\Pegawai Satuan Perangkat Daerah Lain 3	Files\\Pegawai Satuan Perangkat Daerah Lain 2	0.826843
Files\\Pegawai Satuan Perangkat Daerah Lain 5	Files\\Pegawai Satuan Perangkat Daerah Lain 2	0.823588
Files\\Pegawai Satuan Perangkat Daerah Lain 3	Files\\Pegawai Satuan Perangkat Daerah Lain 1	0.819965

File A	File B	Pearson correlation coefficient
Files\\Pegawai Satuan Perangkat Daerah Lain 4	Files\\Pegawai Satuan Perangkat Daerah Lain 3	0.816553
Files\\Pegawai Satuan Perangkat Daerah Lain 5	Files\\Pegawai Satuan Perangkat Daerah Lain 3	0.759398
Files\\Pegawai Satuan Perangkat Daerah Lain 5	Files\\Pegawai Satuan Perangkat Daerah Lain 4	0.748066

Source: Data processed by the Author

Quantitatively, the magnitude of the similarity between the two files can be seen from the resulting correlation coefficient value. The highest correlation coefficient value is 0.903338, which is the file relationship between Employee of Other Regional Apparatus Unit 2 and Employee of Other Regional Apparatus Unit 1. Meanwhile, the smallest correlation coefficient value is the relationship between Employee of Other Regional Apparatus Unit 4 and Employee of Other Regional Apparatus Unit 3, which is 0.8165. However, the file relationship value found is high > 0.60 so that the source triangulation from respondents is classified as valid or has similar content.

Chart Hierarchy

The scale chart hierarchy best suits the space available so that the dimensions of the rectangles must be considered in relation to one another, not in absolute numbers. The largest area is displayed at the top left of the graph, while the smallest area is displayed at the bottom right of the graph. The use of hierarchical charts is because they want to see coding dominance.

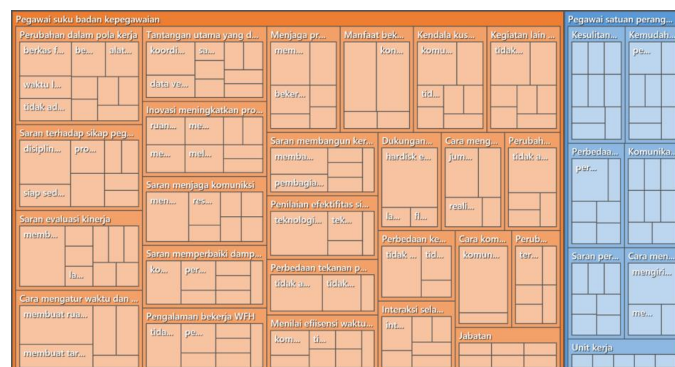


Figure 1. Hierarchy chart on coding of the impact of the Work From Home policy on the performance of state civil servants (ASN) in the City Admin Personnel Agency West Jakarta

The topic that received the greatest response from resource persons was the discussion of civil service agency tribal employees compared to employees of other apparatus units. Topics for civil service agency employees that have a large proportion of the discussion are (1) changes in work patterns, (2) suggestions for employee attitudes, (3) suggestions for performance evaluation, (4) how to manage time and maintain discipline, (5) main challenges in implementing Work From Home, (6) innovation to increase performance productivity, (7) suggestions for maintaining communication, (8) suggestions for improving the impact of WFH, and (9) WFH work experience. This indicates that these 9 topics received a greater proportion of studies from informants.

Word Frequency Query



Figure 2. Word Frequency Query on the impact of the Work From Home policy on the performance of state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

Based on the results of the analysis, there are several words that often appear, namely work, employment, staffing, employees, communication, service, Jakarta, productivity, coordination. This shows that the impact of the work form home policy on state civil servants (ASN) in tribal civil service bodies in the West Jakarta administrative city area has an impact on work that requires adaptation during Work From Home. The Work From Home policy has an impact on performance productivity which can reduce work pressure and work more comfortably because there is no direct supervision by superiors. In implementing Work From Home, ASN can also minimize travel time in the city of Jakarta, which tends to be time-consuming. There is a change in services switching to digital that is being felt by other equipment units in the West Jakarta administrative city area. Impacts on the ease of getting services anytime and anywhere.

Discussion

The Impact of the Work From Home Policy on the Performance of State Civil Apparatus (ASN) in the City Civil Service Agency Adm. West Jakarta

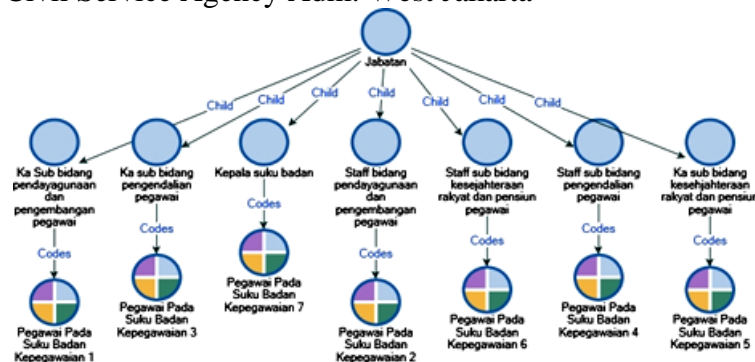


Figure 3. Informant from City Civil Service Agency employee Adm. West Jakarta

Qualitative analysis involved employee informants from the Municipal Civil Service Agency Adm. West Jakarta to determine the impact of the Work From Home policy on the performance of state civil servants (ASN) in the City Civil Service Agency Adm. West Jakarta. The following is an informant's review of the impact of the Work From Home policy on the performance of state civil servants (ASN) in the City Administration Civil Service Sub-agency West Jakarta.



Figure 4. Informants from Regional Apparatus Units outside the City Civil Service Agency Adm. West Jakarta

Informants from Regional Apparatus Units outside the City Civil Service Agency Adm West Jakarta consisted of 5 informants who came from the goods and services procurement service unit, education sub-department, civil service police unit, civil service, management and public services, and Mahpar sub-district.

Condition of Tribal Heads in the City Civil Service Subdistrict Adm. West Jakarta During the Work From Home Period

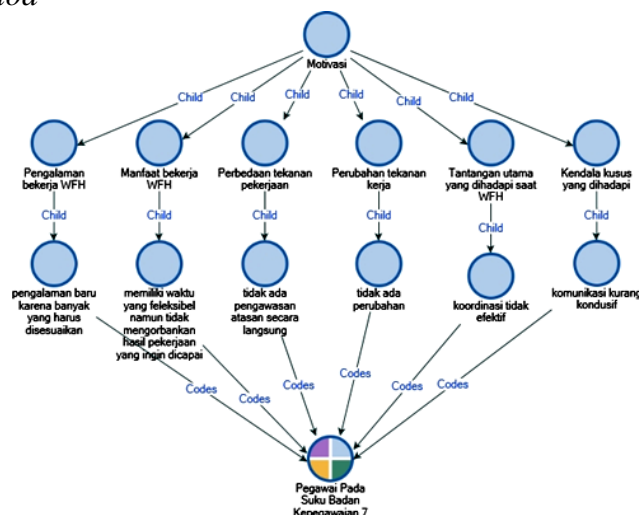


Figure 5. Motivational Aspects of Head of City Civil Service Agency Adm. West Jakarta due to Work From Home

The experience of working from home felt by the Head of the City Civil Service Agency, Adm. West Jakarta, due to the Work From Home policy, is felt to be a new experience so there is a lot that needs to be adjusted. However, it cannot be denied that the benefits of WFH work felt by the head of the Municipal Civil Service Agency, Adm. West Jakarta has flexible hours but does not sacrifice the work results you want to achieve. Meanwhile, the Head of the City Civil Service Agency, Adm. West Jakarta feels that there is no direct supervision from superiors, which creates differences in work pressure. Thus, the main challenge faced by the Head of the Municipal Civil Service Agency, Adm. West Jakarta during WFH means coordination becomes ineffective because communication is not conducive.

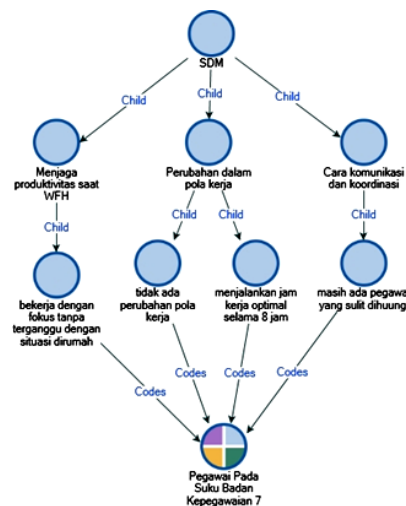


Figure 6. Human Resources Aspects at the Head of the City Civil Service Agency Adm. West Jakarta while working from home

According to the Head of the City Civil Service Agency, Adm. West Jakarta HR aspects can be observed from productivity indicators during WFH, changes in work patterns, and ways of communicating and coordinating. Head of City Civil Service Agency Adm. West Jakarta stated that maintaining productivity when WFH is done by working focused without being distracted by the situation at home. Head of City Civil Service Agency Adm. West Jakarta also feels that there is no change in work patterns. However, there are still employees who are difficult to contact while WFH so the method of communication and coordination according to the Head of the City Civil Service Agency, Adm. West Jakarta is not well connected.

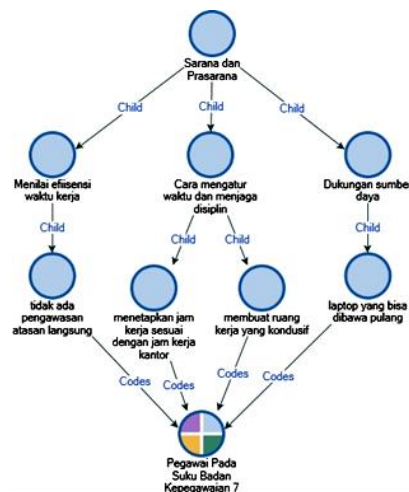


Figure 7. Assessment of aspects of facilities and infrastructure according to the Head of the City Civil Service Agency, Adm. West Jakarta while working from home

Assessment of infrastructure according to the Head of the City Civil Service Agency, Adm. West Jakarta consists of assessing work time efficiency, how to manage time and maintain discipline, as well as resource support. According to the Head of the City Civil Service Agency, Adm. West Jakarta has no direct supervision from superiors in assessing working time efficiency. Then the way to regulate and maintain discipline is carried out by the Head of the City Civil Service Agency, Adm. West Jakarta, namely setting working hours according to office working hours, as well as creating a conducive work space. Meanwhile, according to the Head of the City Civil Service Agency, Adm. West Jakarta, the resource support obtained is a laptop that can be taken home.

The Impact of Work From Home on the Head of the City Civil Service Agency Adm. West Jakarta

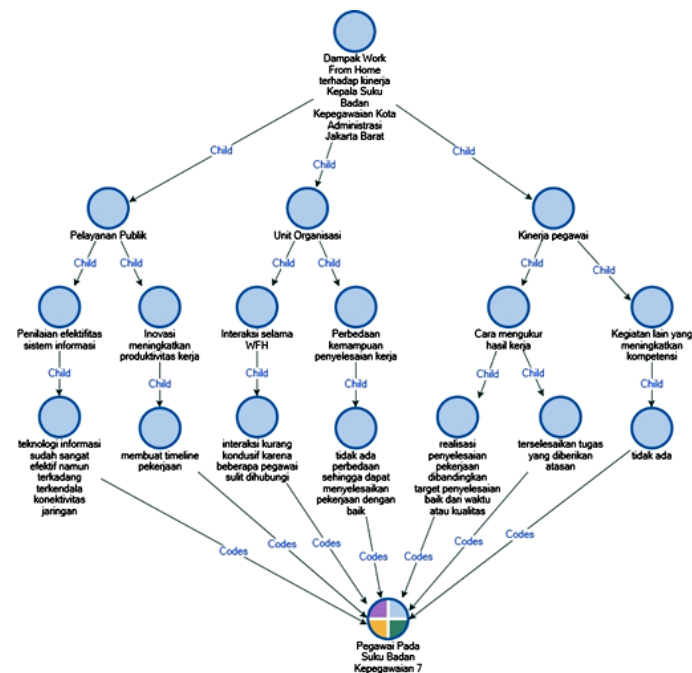


Figure 8. The impact of Work From Home on services, organizational units and employee performance at the Head of the City Civil Service Agency, Adm. West Jakarta

The impact of WFH on aspects of public services according to the Head of the City Civil Service Agency, Adm. West Jakarta, namely assessing the effectiveness of the information system, which is very effective but is sometimes hampered by network connectivity. Innovation in increasing work productivity can be done by creating a work timeline. Based on the organizational unit aspect, Chief of City Civil Service Agency, Adm. West Jakarta stated that interactions were less conducive because some employees were difficult to contact. However, there is no difference in the ability to complete work so that they can complete the job well. In terms of employee performance, according to the Head of the City Civil Service Agency, Adm. West Jakarta, the results of work measurements are carried out by completing tasks given by superiors. If you look at the actual completion of work compared to the completion targets both in terms of time and quality.

Solution to improve the impact of Work From Home on ASN performance within the City Admin Personnel Agency. West Jakarta

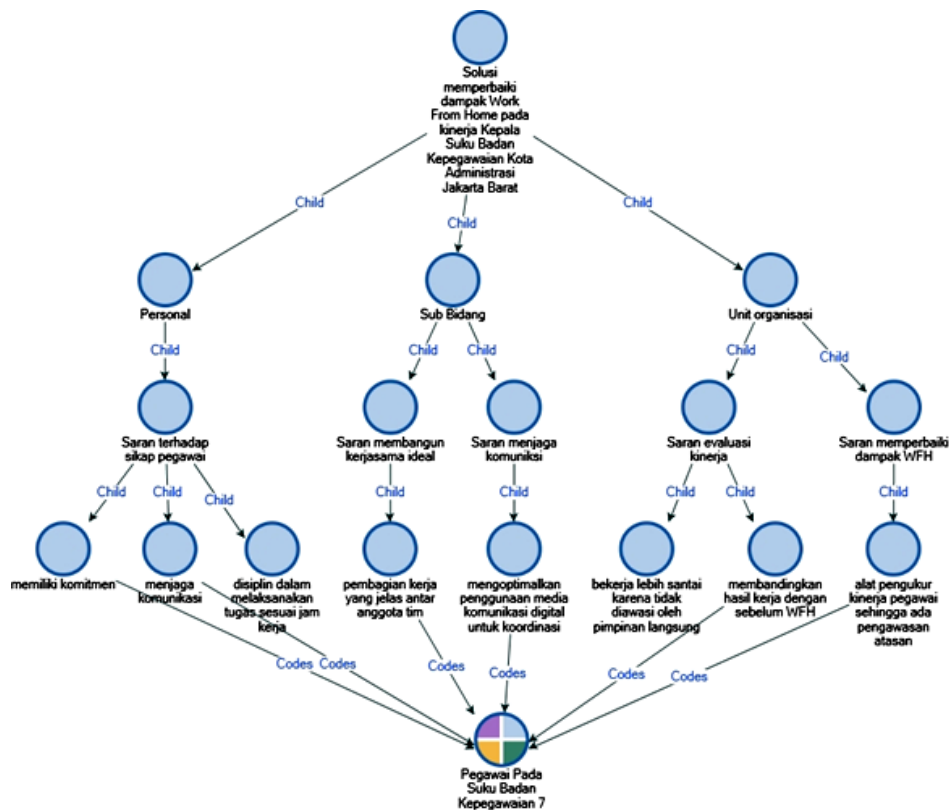


Figure 9. Solution to improve the impact of WFH on the performance of the Head of the City Civil Service Agency, Adm. West Jakarta while Working From Home

Solutions to improve the impact of WFH on the performance of the head of the Municipal Civil Service Agency, Adm. Jakarta can be reviewed personally, sub-fields and organizational units. Personally, suggestions for employee attitudes should be to have commitment, be able to maintain communication, and be disciplined in carrying out tasks according to working hours.

Condition of ASN in the City Civil Service Sub-Agency Environment Adm. West Jakarta During the Work From Home Period

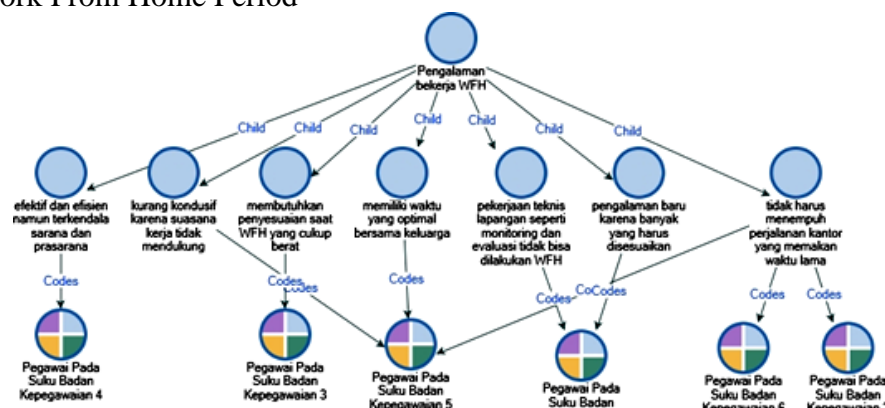


Figure 10. Experience working from Home as a State Civil Apparatus (ASN) at the City Civil Service Agency, Adm. West Jakarta

The experience of working from home felt by state civil servants (ASN) at the Municipal Civil Service Agency Adm. West Jakarta due to the Work From Home policy, especially at the beginning, there was a need to adjust to working from home. Apart from requiring adjustments to WFH, the positive side is not having to travel for a long time to the office. Another experience that was felt was that they felt more effective and efficient but

were constrained by facilities and infrastructure at home, less conducive because the work atmosphere was not supportive, technical field work such as monitoring and evaluation could not be done WFH. According to Setiawan et al. (2021) The implementation of Work From Home has advantages from the economic dimension, technological dimension and social dimension. Employees get five benefits in the economic dimension. In terms of technology, employees get the benefits of implementing Work From Home (WFH) in the form of receiving information from outside the office. In the social dimension, employees feel a level of difficulty in dividing work time with personal interests and work longer hours. If the employee's work process is carried out at home, the employee's working hours will increase longer (Nuryamin & Wulandari 2022).

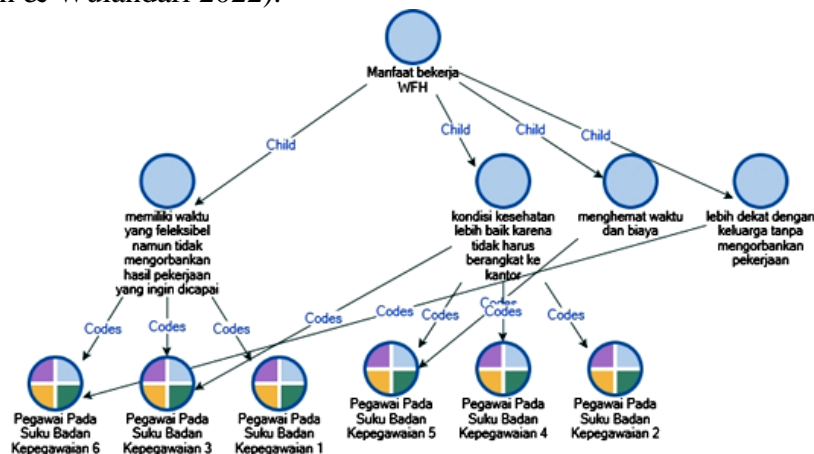


Figure 11. Benefits of working from Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Benefits obtained by state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta due to the Work From Home policy according to most informants, namely having flexible time at work but not sacrificing the work results you want to achieve, then your health condition is better because you don't have to go to the office, you can save time and costs for travel, and you feel closer to family without sacrificing work. According to Mungkasa (2020), remote working in particular is not just an office management issue, but also extends to the environment, social, transportation and even the development of a city.

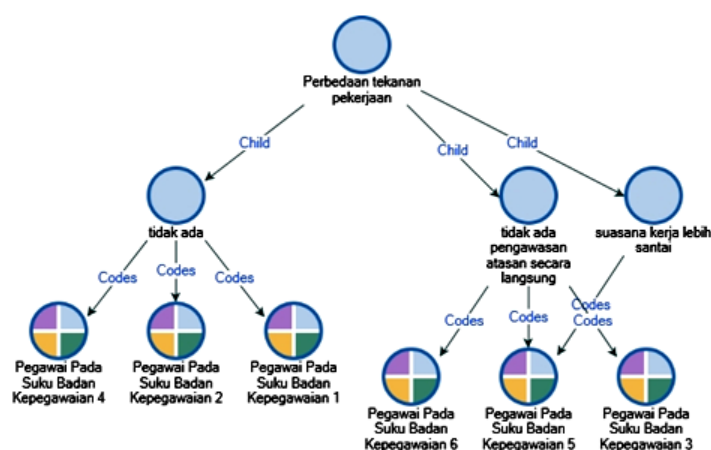


Figure 12. Differences in work pressure when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Work pressure or work stress can be defined as a condition that affects emotions and thought processes. The gap between job demands and existing resources will cause job stress and make people feel more negative and dissatisfied. The difference in work pressure felt by the state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

before and after the Work From Home policy was implemented, namely that there was no direct supervision from superiors so that the work atmosphere became more relaxed.

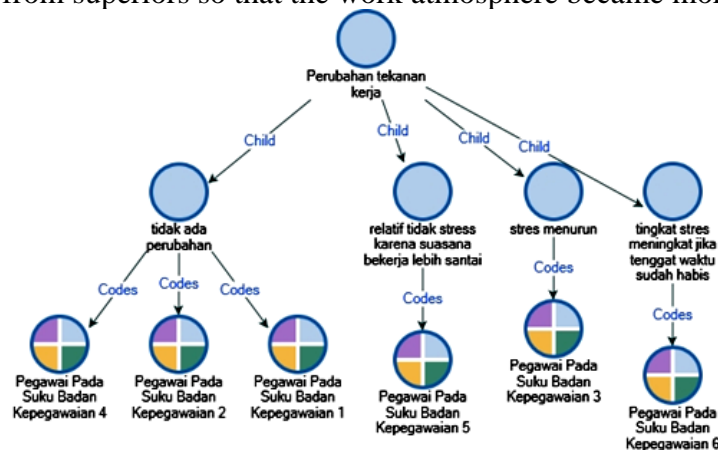


Figure 13. Changes in work pressure during Work From Home State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Changes in the level of stress or work pressure felt by state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta when working from home due to the Work From Home policy, work pressure and stress levels have decreased relatively as felt by employees. This is because working from home is relatively more relaxing so stress is reduced. However, most informants did not experience changes in work pressure or stress at work while working at home. Stress levels increase, work deadlines run out. According to research conducted by Shintyar & Widanarko (2021), work stress due to work from home is influenced by age, where older workers use fewer new methods and fewer creative ways to deal with work problems, and receive less social support from co-workers. compared to younger ones.

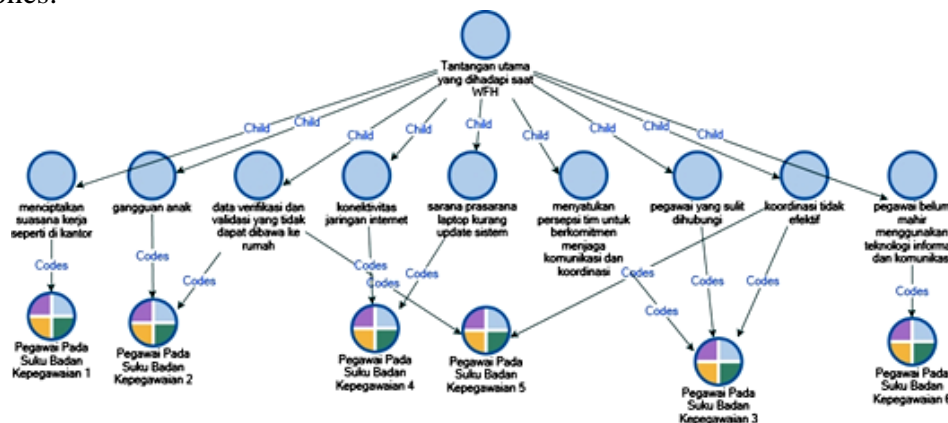


Figure 14. The main challenges faced when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency, Adm. West Jakarta

The main challenges faced by the state civil servants (ASN) in the Municipal Civil Service Agency are Adm. West Jakarta when working from home due to the Work From Home policy, namely laptop infrastructure lacking system updates, internet network connectivity problems, and employees not being proficient in using information and communication technology. From the coordination aspect, such as ineffective coordination, which hinders the team's perception of being committed to the work that has been mutually agreed upon. The presence of interference from children and verification and validation data that cannot be taken home are challenges in Working From Home.

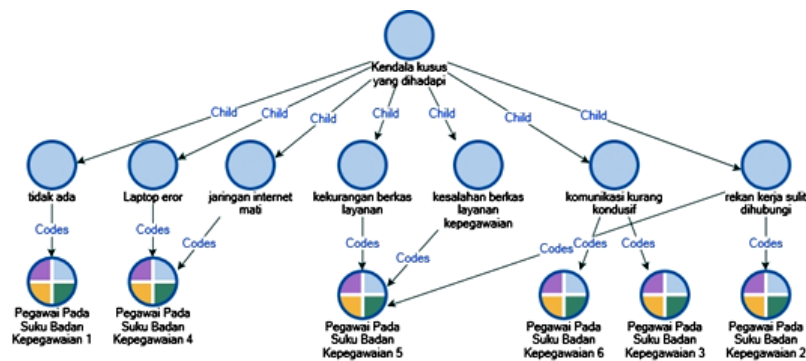


Figure 15. Specific obstacles faced when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency, Adm. West Jakarta

Specific obstacles faced by state civil servants (ASN) in the Municipal Civil Service Sub-agency Adm. West Jakarta in carrying out tasks while working from home due to the Work From Home policy, namely communication that is not conducive, so that colleagues are difficult to contact in terms of resources, such as laptop errors and dead internet networks. Errors in personnel service files and lack of service files are also special obstacles faced during Work From Home.

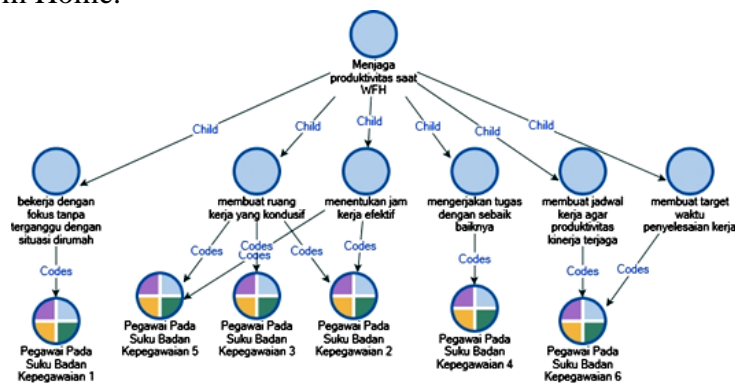


Figure 16. Maintaining productivity when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

How state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta maintains work productivity when working from home due to the Work From Home policy, namely by making a target time for completing work so that work can be done on time. The target time for completing work is detailed by making a work schedule so that performance productivity can be well maintained when WFH. Some employees create a conducive work space so they can work focused without being disturbed by the situation at home. This is done so that you can do your work as well as possible while working from home due to the Work From Home policy. According to Setiawan & Fitrianto (2021), the implementation of Work From Home is different from the direct work system in the office. Differences are proven through working hour schedules. The application of the working from home/WFH concept also influences the level of productivity and work performance of employees, as stated by Noviantika et al. (2022) in their research on the working from home phenomenon and its influence on work productivity.

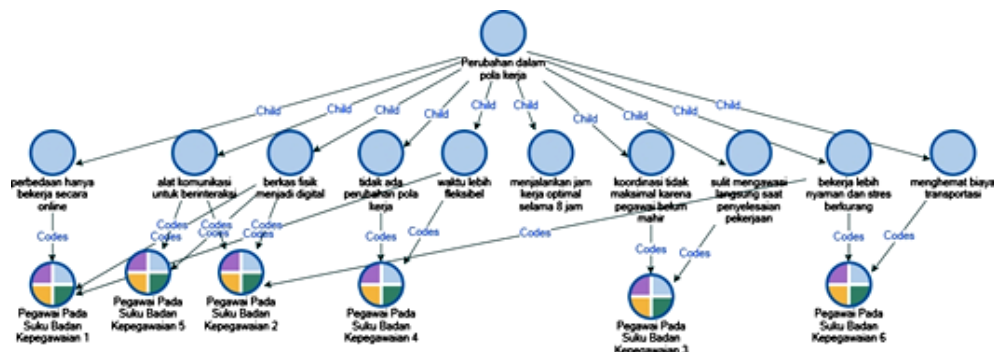


Figure 17. Changes in work patterns during Work From Home State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Adaptation to new habits is inevitable, so ASN work patterns that maintain and even improve the quality of public services must be readjusted (Fatchan et al., 2021). The implementation of Work From Home (WFH) requires employees to change their work patterns suddenly, which results in employees becoming confused because they are not used to this type of work pattern and thus require adjustments (Asmadhini et al., 2021). Changes in work patterns or tasks that must be carried out by state civil servants (ASN) in the Municipal Civil Service Agency Admin. West Jakarta during the Work From Home working period, there is more flexible time at work, work is more comfortable and stress is reduced, apart from that it can also save on transportation costs. However, according to employee 4 there is no change in working patterns during Work From Home, the only difference is working online. This is because working hours during WFH implementation are also 8 hours. Working online makes it difficult to directly supervise the work carried out by superiors. This is made worse because coordination is not optimal because employees are not yet skilled and it is relatively difficult to coordinate.

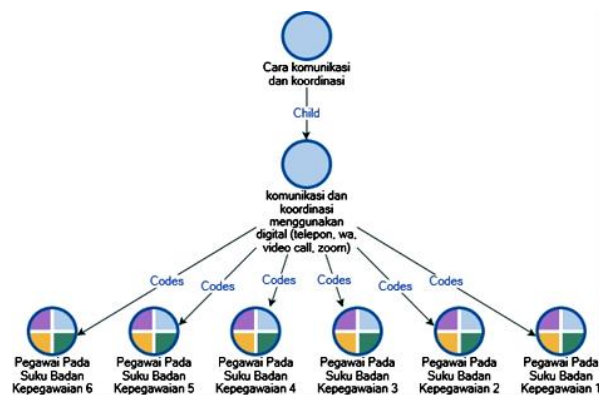


Figure 18. How to communicate and coordinate when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Communication and coordination with subordinates, co-workers and superiors is carried out by the state civil servants (ASN) at the City Administration Civil Service Sub-agency. West Jakarta while working from home due to the Work From Home policy, namely using digital media such as telephone, WA, video calls and Zoom. However, there are still employees who are difficult to contact during the Work From Home implementation. According to Nuryamin & Wulandari (2022), with the implementation of WFH, the use of gadgets or information technology becomes more frequent.

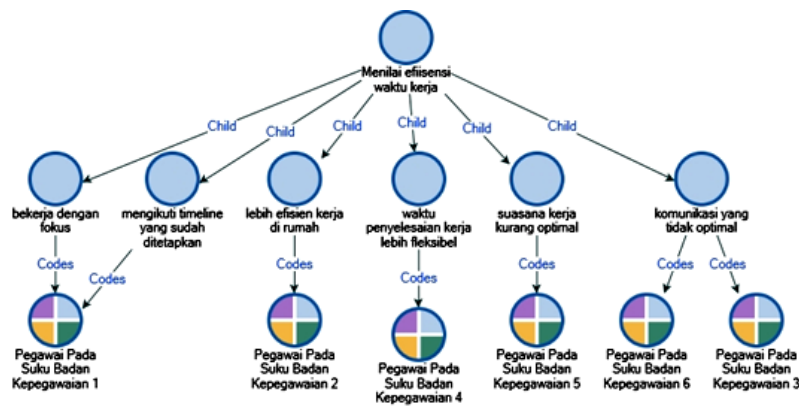


Figure 19. Assessing the efficiency of working time when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

According to the State Civil Apparatus (ASN) at the City Civil Service Agency, Adm. West Jakarta, there is a perceived efficiency of working time due to the Work From Home policy which can be seen through indicators of more flexible work completion times, more efficient work at home by following the work timeline that has been set, and work becomes more focused. However, some employees also feel that working from home is less supportive because the work atmosphere is less than optimal and communication is not optimal.

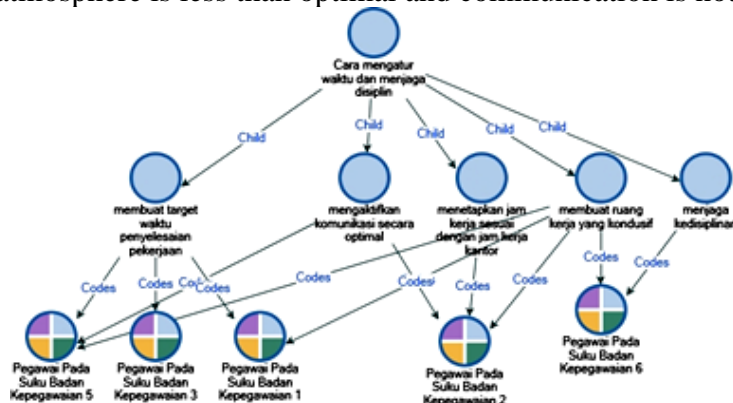


Figure 20. How to manage time and maintain discipline when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

How state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta manages time and maintains work discipline as a result of the Work From Home policy, namely by always maintaining discipline when working from home, activating optimal communication during working hours, setting working hours according to office working hours, making target work completion times, and according to some Most employees need to create a conducive work space. In implementing WFH, an employee must have discipline and good performance to realize organizational goals. ASN discipline regulations are guided by Government Regulation Number 53 of 2010 as a replacement for Government Regulation Number 30 of 1980 concerning Civil Servant Discipline. However, during WFH there are still many behaviors carried out by ASN in the form of attitudes and behavior that are disobedient and less orderly towards existing rules such as adhering to the provisions of working days and working hours. This is the reason that work results are not optimal during the implementation of WFH. Meanwhile, to strengthen supervision of employees who are implementing WFH, a Personnel Information System is needed that is able to reach the needs of personnel services by developing an IT-based personnel information system through efforts to strengthen the online personnel service system..

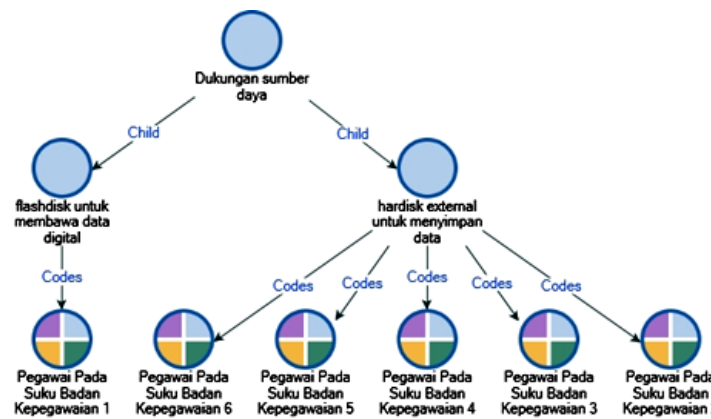


Figure 21. Resource support during Work From Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

Support or resources provided by the Municipal Civil Service Agency Adm. West Jakarta to support state civil servants (ASN) in working from home due to the Work From Home policy, namely laptops that can be taken home, external hard disks for storing data, flash disks for carrying digital data. As research conducted by Nugroho & Suswanta (2020) states that computer technology will provide benefits and will cause affection to arise which has the connotation of liking to accept the presence of computer technology.

The impact of Work From Home on the performance of ASN within the Municipal Civil Service Agency Admin. West Jakarta

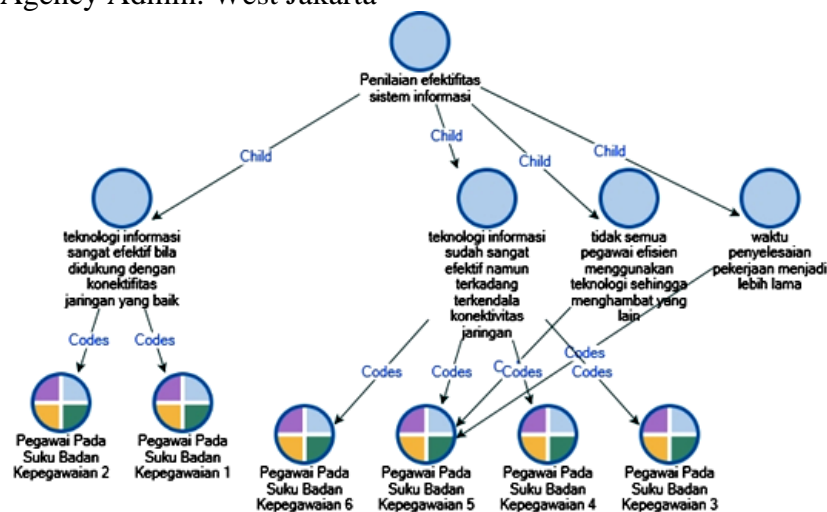


Figure 22. Assessment of the effectiveness of the information system during Work From Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

How state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta in assessing the effectiveness of the information technology system used to work from home due to the Work From Home policy, namely by assessing information technology that is very effective in use with the support of good internet network connectivity. However, from the information technology aspect there are still network connectivity problems, as is the case for most employees. This has an impact on employees who are inefficient at working from home due to the Work From Home policy, thereby hampering other work and taking longer to complete work (Zainal et al., 2019).

In its implementation during the Covid-19 outbreak, users must provide services that provide timely and accurate feedback, such as providing the opportunity to communicate via social media if problems occur when carrying out work activities from home (Dahlia, 2021).

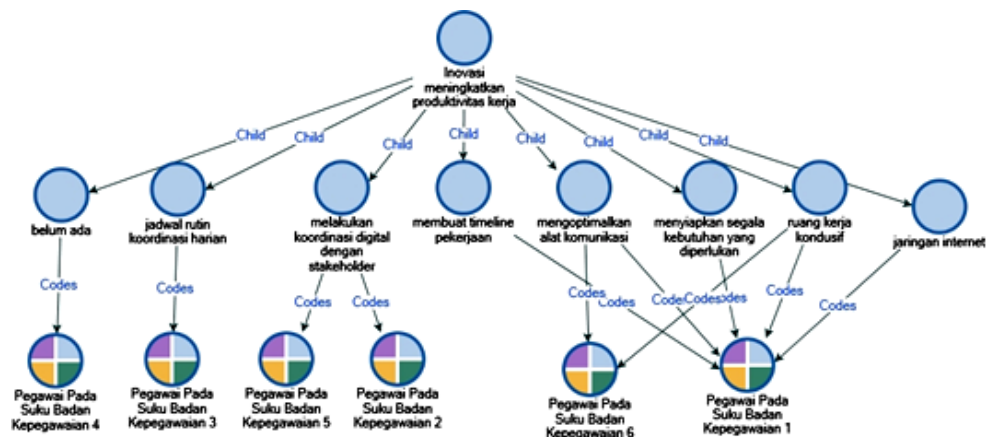


Figure 23. Innovation increases work productivity when working from home for State Civil Apparatus (ASN) in the West Jakarta City Civil Service Sub-agency

Innovations carried out by the state civil servants (ASN) at the Municipal Civil Service Agency Adm. West Jakarta to increase work productivity as a result of the Work From Home policy, namely by providing a conducive work space, apart from that, preparing all the necessary needs, optimizing communication tools, creating a work timeline so that work productivity increases, carrying out digital coordination with stakeholders, providing internet network connectivity. good enough to support the work carried out, carrying out a routine daily coordination schedule. One form of communication that can be carried out is a coordination meeting. Especially coordination meetings related to planning, control, monitoring and evaluation.

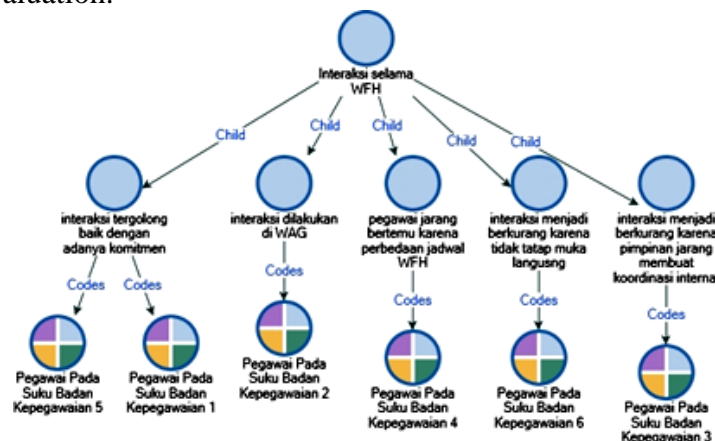


Figure 24. Interaction during Work From Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

Interactions with fellow employees in the City Admin Personnel Agency. West Jakarta while working from home due to the Work From Home policy shows that interactions are relatively good because of the shared commitment between employees. However, according to most informants, the intensity of interaction is reduced with Work From Home because they do not meet face to face, employees rarely meet due to differences in work schedules during the implementation of WFH. This is supported by leaders who rarely carry out internal coordination so that interaction is reduced.

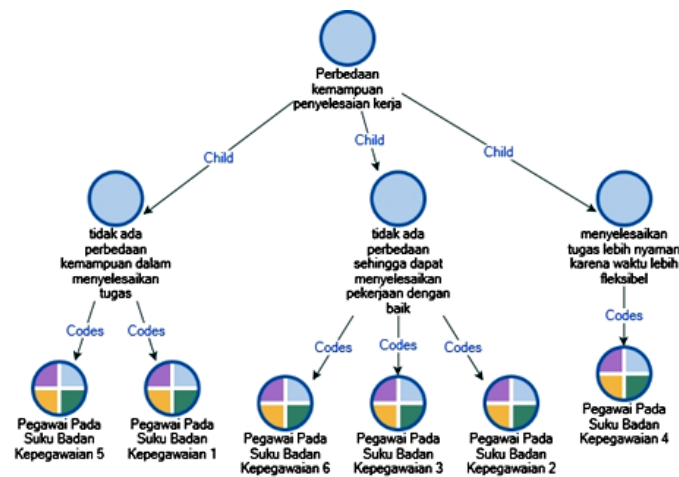


Figure 24. Differences in the ability to complete work when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

The perceived differences in the aspect of job satisfaction in terms of the capabilities of the state civil servants (ASN) in the Municipal Civil Service Agency Adm (Silitonga et al., 2017). West Jakarta in completing work tasks due to the Work From Home policy, namely being able to complete tasks more comfortably because the work time is more flexible, but according to the majority of employees, they feel there is no difference so they can complete the work well, and there is no difference in ability to complete tasks.

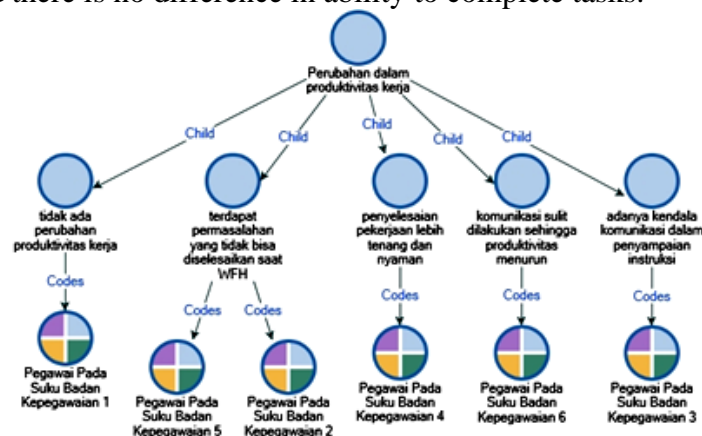


Figure 25. Changes in work productivity during Work From Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

Changes experienced by the state civil apparatus (ASN) in the Municipal Civil Service Sub-agency Adm. West Jakarta in work productivity due to the Work From Home policy, namely being able to complete work more calmly and comfortably. However, employees of agency 1 did not feel any significant change in work productivity as a result of the WFH policy (Widodo, 2020). Meanwhile, some employees experience difficulties in working, such as work problems that cannot be resolved while WFH, apart from that, there are also communication problems in delivering work instructions, so they feel that work productivity has decreased due to perceived communication problems.

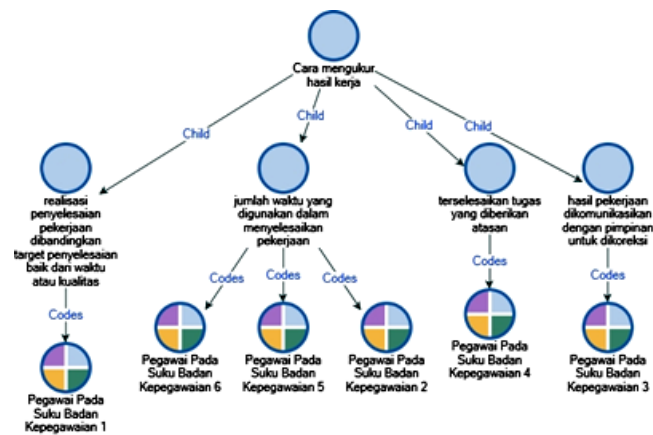


Figure 26. How to measure work results when Working From Home for State Civil Apparatus (ASN) in the City Admin Personnel Agency. West Jakarta

How state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta in measuring and assessing work results while working from home due to the Work From Home policy, namely by completing work that has been given by the superior. However, the completion of the work carried out must be compared with the target work that must be completed both in terms of time and quality of work. The amount of time used to complete work carried out by ASN in the West Jakarta administrative city civil service environment is an indicator for measuring work results put forward by several informants. According to Herliana (2023), individual performance is also influenced by internal and external drives that influence their activities and performance. The performance measurement process is a way for organizations to determine the achievement of results from programs, investments and acquisitions that have been made.

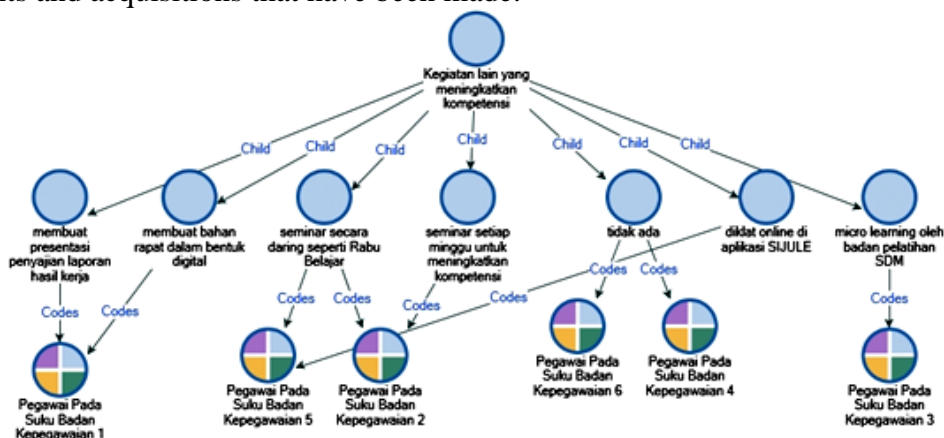


Figure 27. Other activities that increase competency when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Adm. West Jakarta

Municipal Personnel Agency Adm. West Jakarta which can improve competence as an employee due to the Work From Home policy, namely weekly seminars to improve competence, online seminars such as Learning Wednesdays, other activities participated in during Work From Home, namely micro learning by HR training agencies, then attending online training at SIJULE application. Other activities carried out were making presentations presenting work results reports, then making meeting materials in digital form.

Solution to improve the impact of Work From Home on ASN performance within the City Admin Personnel Agency. West Jakarta

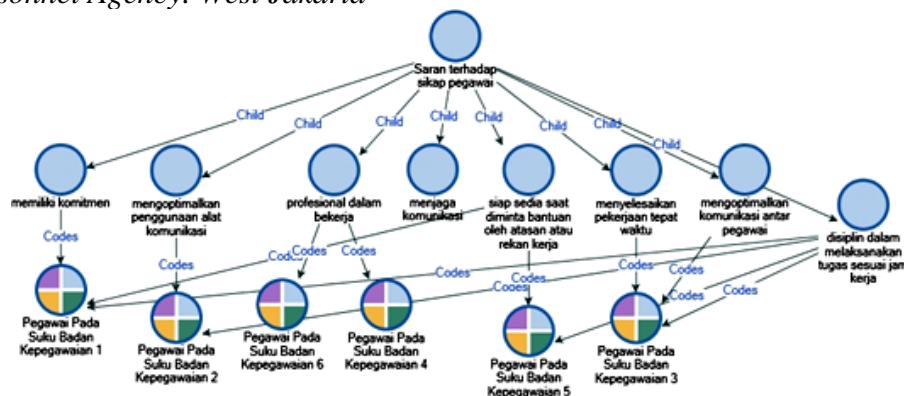


Figure 29. Suggestions regarding the attitude of State Civil Apparatus (ASN) employees at the City Civil Service Agency Adm. West Jakarta while working from home

Solution for improving the attitude of state civil servants (ASN) in the Municipal Civil Service Agency Adm. West Jakarta implements Work From Home using a professional way of working so that it is always ready when asked for help by superiors or colleagues in working during Work From Home. Apart from that, employees can also complete work on time, maintain communication while working by optimizing the use of communication tools. During the implementation of Work From Home, employees should have a commitment to work, so that they can carry out work with more discipline according to working hours.

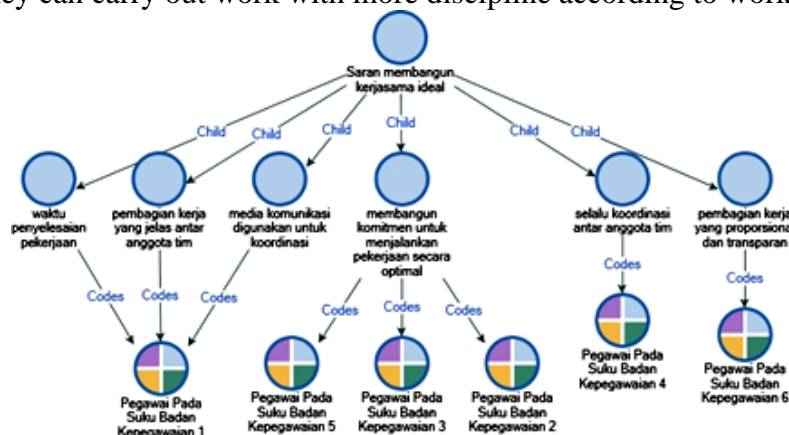


Figure 30. The solution to building ideal collaboration when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

The solution for building ideal team collaboration in the implementation of Work From Home can be carried out by the capabilities of the state civil servants (ASN) in the Municipal Civil Service Agency, Adm. West Jakarta, namely always coordinating between team members by means of a proportional and transparent division of work. A clear division of work between team members that has been mutually agreed upon and a predetermined time for completing work can build commitment to carry out work optimally with the help of communication media for coordination.

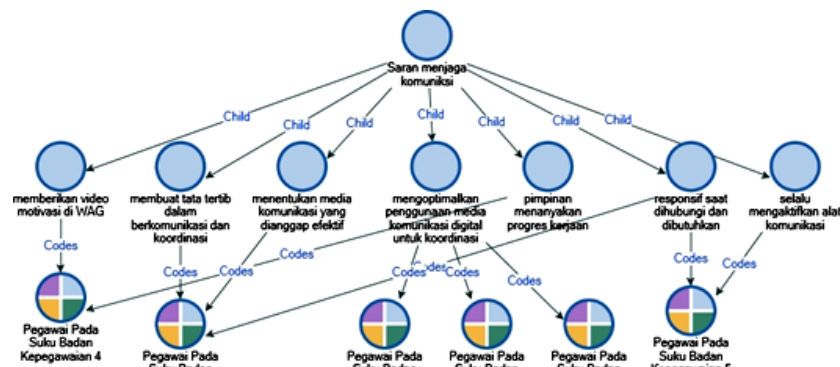


Figure 31. Suggestions for maintaining communication when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Solutions for maintaining communication with colleagues at the City Admin Personnel Agency. West Jakarta, during the implementation of Work From Home, always optimizes the use of digital communication media for coordination by determining communication media that are considered effective. Then always activate the communication tool (employee 5) so that it becomes responsive when contacted and needed. Apart from that, leaders should ask employees about work progress and create rules for communicating and coordinating each period so that communication and coordination runs well during Work From Home.

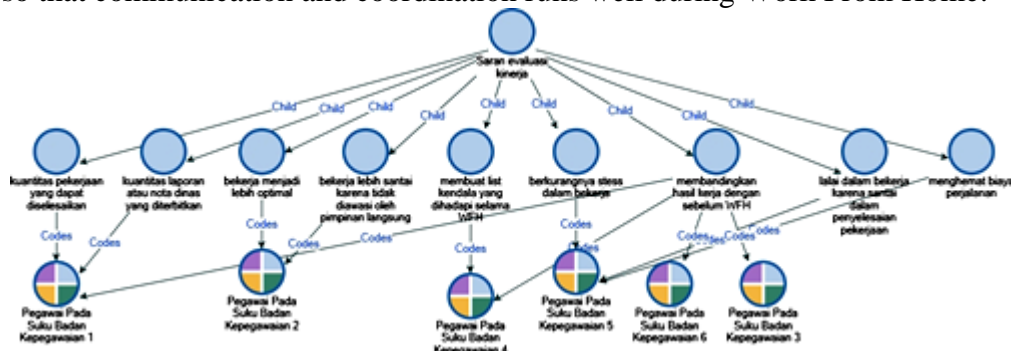


Figure 32. Suggestions for evaluating performance when working from home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Solutions to improve the impact of Work From Home on the performance of state civil servants (ASN) within the Municipal Civil Service Agency Admin. West Jakarta is like making a list of obstacles faced during WFH so that it can minimize the obstacles felt. Performance evaluation can also be done by comparing work results before and after WFH so that we can know the work progress experienced by ASN employees. Work From Home can save travel costs for work. Performance evaluation can also be seen through the quantity of reports or service notes that can be issued so that the quantity of work that can be completed can be seen.

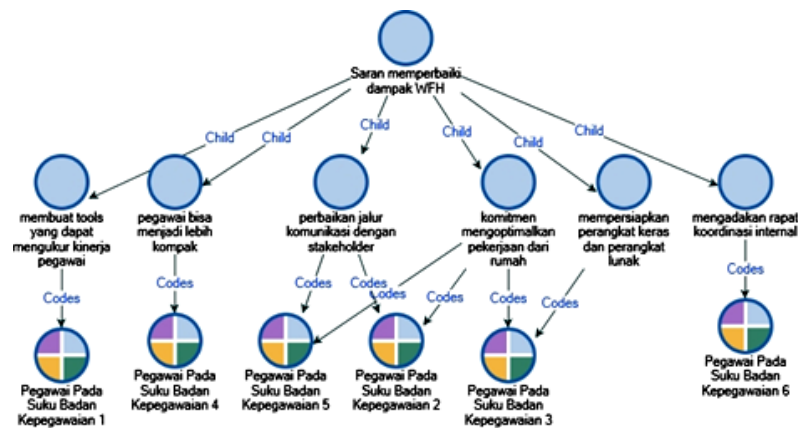


Figure 33. Suggestions for improving the impact of Work From Home for State Civil Apparatus (ASN) in the Municipal Civil Service Agency Admin. West Jakarta

Employees can become more unified by holding internal coordination meetings. Prepare hardware and software during Work From Home so you can commit to optimizing work from home. Apart from that, you can create tools that can measure employee performance so that there is supervision from superiors during Work From Home.

CONCLUSION

The performance conditions of ASN in the West Jakarta City Administration Civil Service Sub-agency during the Work From Home period are classified as effective and efficient because they have flexibility in working time and have optimal time with family and do not have to travel long distances so they can save time and travel costs. However, there needs to be work adjustments or work adaptations. While working from home, ASN can maintain better health conditions so that they can reduce work pressure and are relatively stress-free because there is no direct supervision from superiors. The impact of Work From Home on the performance of ASN in the civil service agency environment of West Jakarta city administration can increase work productivity because they have a routine work schedule and a conducive work space, the interaction and coordination carried out are relatively good, but the interaction decreases because there is no direct face-to-face contact. . The solution is to improve the impact of Work From Home on the performance of ASNs within the West Jakarta City Administration Civil Service Agency by optimizing the use of communication tools so that coordination and communication always run smoothly, being disciplined in carrying out tasks and according to working hours so that work productivity is maximized so that it is responsive, dividing work equally proportional and transparent and always coordinating between team members, having a strong commitment to work, creating tools that can measure employee performance. The author also provides a solution through action of change by building an independent personnel service system within the West Jakarta Administrative City environment.

Suggestions for handling efforts to improve the implementation of WFH include the aspect of computer and internet network availability, it is necessary to implement one man one computer/laptop, install WiFi at home and support funding for internet credit purchases. Aspects of IT Mastery Capability can be done through IT training and requiring every employee to master computers, mentoring between employees. Aspects of organizational culture can be done by promoting a progressive organizational culture towards change by creating a comfortable and relaxed work space at home. The government is expected to be able to use appropriate applications in implementing Work From Home. The use of applications and media used in communication, work direction and online attendance data collection as well as the implementation of directed and measurable work when working

from home, especially in providing public services. The official in charge must carry out supervision, control and assessment of the performance of each apparatus.

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