

## WORK FROM HOME (WFH) POLICIES ARE BEING IMPLEMENTED AT THE BANDUNG CITY PUBLIC WORKS DEPARTMENT

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### ABSTRACT

*National policy is critical to a policy's success. Policy implementation has a broad spectrum of implications and conditions. This study aims to investigate and describe the implementation of work-from-home (WFH) policies at the Bandung Regency Public Work Services Office. In this study, the qualitative research method was used. The findings of this study indicate that the implementation of the Work From Home Policy at the Public Works Services Office of Bandung City has been successful in meeting spatial aspects, specifically in the form of transforming personal space or employee homes in the Public Works Services Office of Bandung City by maximizing various existing devices and technologies that are considered convenient to use. Bandung City Public Work Services Office employees have been able to adapt to two different time situations, cyclical time and linear time. This demonstrates that the office and family support is adequate to meet the time constraints. Meanwhile, the Bandung City Public Work Services Office has been able to provide good work productivity by aligning narrative writing roles as employees, husbands or wives, and family members.*

**Keywords:** *Implementation, Policy, Work From Home.*

### ABSTRAK

Kebijakan nasional sangat menentukan keberhasilan suatu kebijakan. Implementasi kebijakan memiliki spektrum implikasi dan kondisi yang luas. Penelitian ini bertujuan untuk mengetahui dan mendeskripsikan penerapan kebijakan work from home (WFH) di Dinas Pekerjaan Umum Kabupaten Bandung. Dalam penelitian ini, metode penelitian kualitatif digunakan. Temuan penelitian ini menunjukkan bahwa penerapan kebijakan Work From Home pada Dinas Pekerjaan Umum Kota Bandung telah berhasil memenuhi aspek spasial, khususnya berupa transformasi ruang personal atau rumah pegawai di Dinas Pekerjaan Umum Kota Bandung. Kota Bandung dengan memaksimalkan berbagai perangkat dan teknologi yang ada yang dianggap nyaman untuk digunakan. Pegawai Dinas Pekerjaan Umum Kota Bandung telah mampu beradaptasi dengan dua situasi waktu yang berbeda, waktu siklis dan waktu linier. Hal ini menunjukkan bahwa dukungan kantor dan keluarga cukup untuk memenuhi kendala waktu. Sedangkan Dinas Pekerjaan Umum Kota Bandung telah mampu memberikan produktivitas kerja yang baik dengan menyelaraskan peran penulisan narasi sebagai pegawai, suami atau istri, dan anggota keluarga.

**Kata Kunci:** *Implementasi, Kebijakan, Work From Home.*

## INTRODUCTION

The covid-19 pandemic since the year 2019 has raised various impacts and changed various aspects of continuity of life. Change is something step displacement problem from circumstances moment. This future situation will come (George and Jones, 2012). The part most countries experience various problems. Serious consequence The Covid-19 pandemic, the Wrong one among them, made a movement economy hampered and experienced crisis (Ahmad et al., 2020). Impact Direct recorded i.e. as much 195 million Work full time, or 6,7 percent O'clock Work in a manner global will be lost.

Policy the applied through *physical distancing* or appeal To guard distance safe among the community , minimize interaction with crowds and all forms of crowds , and assemblies ,as well as anticipate the meetings involving Lots person ( Iksanudin , 2020). Implementation policy is made as an alternative solving problem Which can be seen from various aspects, like aspect health , bureaucracy , political nor finance Country Indonesia as a result of the covid-19 pandemic ( Widianingrum & Mas'uid , 2020). Pandemic Covid-19 forces the Public to adapt to face various impacts Which generated by smoothness activity public in middle pandemic, Covid-19 Which Still epidemic in World. Wrong One step concrete Which taken by the government is to carry out change system Work that is with apply Work from House or Which known with *Work From home* (WFH). Covid-19 very an impact to sector employment in Indonesia.

This is in line with the information provided by the Ministry of Manpower, that as a result of the Covid-19 pandemic require 17,224 from 873,090 company sector formal apply Work from home (WFH) start date April 7 2020 ( Jawahir , 2020). Work From Home (WFH) is draft Work new , i.e., Work from House. Activity the is effort company or agency related For guard safety and health his employees in the middle plague pandemic Covid-19 arrived moment This Still attacked Indonesia as well form obedience agency And company on policy government For Work from House ( Racha , 2021). follow up policy the Minister of Empowerment State Apparatus and Bureaucratic Reform enforce policy work from home for Apparatus Civil Country through policy Which poured in Letter Circular Minister of Empowerment State Apparatus and Bureaucratic Reform Number 23 Year 2021 about Adjustment System Work Employee Apparatus Civil Country During Enactment Restrictions Activity Public on pandemic period Covid-19.

The city of Bandung is one of the cities that implements it policy regulated Work from home in a Circular Letter Mayor of Bandung No 800/1460/2022 about Extension Third Adjustment System Work Apparatus State Civil and Non Apparatus State Civilian during the Enactment period Restrictions Activity Public levels 3 on period enforcement restrictions activity community level 3 during the Covid-19 pandemic in the Bandung City area. Letter circular the set :Enactment sector essential and non-essential a maximum of 50% ( fifty percent ) staff work from office with protocol health in a manner tight ;Enactment sector critical maximum 100% ( hundred percent ) work from office with protocol health in a manner tight ; Apparatus State Civil with disease default or comorbid allowed for WFH accordingly with condition health , p the arranged by Head Regional Apparatus and for JPT Pratama determined by the Officer Personnel Advisor ;

ASN members in the environment The Bandung City Government will do activity traveling to outside area must get permission written from Head Regional Devices and Officials Primary Leader \_ especially with permission from the Deputy Mayor of Bandung (Work General City Bandung, 2022).

Based on description from decree letter circular the , Wrong One Organization Regional Apparatuses in the Bandung City area that apply WFH is Service Work General City of Bandung as service essential to apply 50 % ( fifty percent ) by letter Circular Mayor of Bandung Number 800/1460/2022 (Department of Work General City Bandung, 2022).

One task principal and function Public Work Service City of Bandung related to gift service to public is management e-government in government territory area, for example in gift service stalls complaint for the people of Bandung City. Space complaints are handled through various social network media platforms such as Whatsapp, Instagram, Twitter, Facebook, and e-mail. Which will later be directly connected to the entire OPD (Organization Device Area) City Bandung (jabarprov.go.id, accessed on June 24, 2022).

Mechanism Work stalls complaints are submitted directly by the public to the PIC (Person in Charge) of each respective OPD. Policy WFH is known to have an impact on performance stalls complaint City Bandung. Because of the passage of WFH, many people have complained about the slowness with which the OPD responds to complaints, criticism, and suggestions. One of the reasons for the delay in responding to public complaints within OPD is a lack of experienced coordination, because every complaint, criticism, and suggestion from the public must be communicated in a tiered manner in accordance with channel coordination (bandung.inews.id, 2022). Lateness response is also referred to as form limitations Source Power Man, which is owned by Service Communication And Informatics. Then, another issue that Public Work Service City Bandung faced during WFH is difficulty in accessing data place stay employee, absence employee become messy, surveillance performance employee.

Remember the significance of the role of Service. Work at GeneralCity Bandung during a pandemic Covid-19, very interesting for a more in-depth study of the Implementation Policy Work From Home (WFH) in Employment Service General City Bandung. Knife analysis According to Ripley, researchers conduct problem research using two approaches: compliance and what's happening. Three (three) factors are used to deepen the analysis mentioned. According to Gadecki (2018), work from home is an aspect of space, time, and social role.

## **METHOD**

Focused research This is the Work From Home (WFH) policy implementation on Service Work General City Bandung. Based on the focus study, the researcher employs a qualitative method study with form studies and a case stuck or embedded case study (Yin, 2012). Location for investigation This is Service Work General City Bandung, with informant research: (a) Head of Employment Service Bandung City General, (b) Position functional Subdirectorate, (c) Institution computer. The informant selection technique used by researchers is Purposive Sampling.

Researchers collect data using three (three) methods, including in-depth interviews, observation, and documentation. Which is customized with source data used by the researcher,

which is: (a) informants, (b) places and events, and (c) related documents with focus research. The study's data analysis technique This is an interactive model analysis (Miles And Huberman, 1984). In this study, researchers used four (four) criteria for data validity, including: (a) degree trust, (b) data transferability, (c) dependability data, and (d) confirmability data (Moleong, 1990).

## **RESULTS AND DISCUSSION**

The Covid-19 pandemic has had numerous effects on human life, fine health, the economy, and so on. It has a negative impact on the economies of the regions affected by Covid-19 ( Chaplyuk et al, 2021; McKibbin & Fernando, 2020). Reduce the impact on various aspects, particularly the increase in unemployment ( Coibon et al, 2021). Covid-19 has an impact on many industries, particularly employment. The condition employment in Indonesia, as delivered by Minister Employment, that the Covid-19 pandemic resulted in 17,224 out of 873,090 companies formal sector implement work from home (WFH) beginning April 7 2020. ( Jawahir , 2020).

Work From Home is interpreted as a long-distance activity or work from home. According to the draft, a para worker is not required to come to the office in a direct manner. Crosbie and Moore (2004) defined work from home as "work paid to do from home with minimum provisions carried out 18 hours in one week." Draft Work the give time which flexible for para worker For can arrange balance life employee but No raises loss for company. Finally (2020), convey that mechanism Work From Home (WFH) is part of draft Work distance Far (telecommuting) Which Already There is since long ago, even Already known since the 1970s as something solution in overcoming congestion Then cross from journey House to office go home go every day.

WFH policy drafted through the discussion process ongoing start \_ with expression interest public and ends in a decision concrete ( Majone , 2006). Organization Regional Apparatuses in the City of Bandung who became key success implementation policy Work From home is Service Work General City Bandung or more familiar called Public Work Service Bandung.

Task Another principle owned by the Public Work Service Bandung City is the creation of authorized services and websites. Websites that do not operate in accordance with the provisions of the Constitution are temporarily blocked. Public Work Service The City of Bandung also plays a role in providing coaching in the field of Public Work Service through the program digitalent ( Communication and Informatics Service , 2022). Drafting process policy related with authority and duties of the Department Work General City of Bandung in accordance with the ideas conveyed by Laswell (1956), that for the sake of gaining sufficient knowledge Good about that condition Actually, in public policy, there are several stages - policy stages, including agenda setting, formulation, legitimacy, implementation, evaluation, reformulation, and termination. Based on the policy's stages, the firm is aware that the policy's implementation is limited or incorrect. One stage of the Suite process that addresses how a public policy is developed.

Work-from-home policy implementation at the GeneralCity Bandung Department of Work Still reap various constraints, so that in studying this problem in a more in-depth manner,

use two approaches in implementing public policy according to Ripley, that is Compliance And What's Happening. According to problem research, in a more specific way For a more in-depth examination of WFH policy implementation in the Public Work Service According to Gadecki (2018), the city of Bandung used three (three) aspects of work from home, namely aspect space, time, and role social.

### **Aspect Room**

Space is Space is a function that shifts from room to room (as a place of realization, liking, and expressing oneself) to "quasi-public space" ( Public pseudo space ). Pseudo Public Space is defined as something owned space in a manner private by individuals in general shaped room open private like page house, room dining and indoor space house (Carmona, 2008). Based on the findings of the researchers' interviews and field observations, it was discovered that the Department of Work General City of Bandung does not have a private room that is specialized in the implementation of Work From Home, because the majority of Labor Department employees in General City of Bandung carry out WFH in their respective homes, alongside various activity members family other. However, the limitations that are known do not interfere with the employee's ability to complete his duties and responsibilities, he responded.

Not quite enough responsibilities and tasks performed at home need to be understood more deeply, including in practice, for example, that Work in House resulted worker must face two worlds, ie private and public or between family and work in a manner together with limitations space that there. According to the findings of a study conducted by researchers, workers who live at home experience a variety of tensions related to the interpenetration of private and public spaces under one roof. Findings from research on the idea According to Gadecki (2018), Work From Home or Telecommuting is a process that is intended to differentiate and adapt between work and personal life in a continuous manner..

Support The Department provides assistance. Work generalto employee as a means of implementing work from home is with the aid of a hard form laptop as a media for carrying out digital communication. Temporary For no internet network facilitated in a special manner due to budget constraints which owned Service Work General City of Bandung. The research results are consistent with previous research done by Chrysanthaki (2013), which states that in limitations success on something implementation policy, there are various political factors that background failure, one of which is limitations source owned power.

The findings of another study on aspect space show that employee Service Work Bandung as a whole can afford to use technology and adapt himself between his life as an employee and his personal life at home. Employee Service Work GeneralCity inner bandung completes his job during system Work Work From Home capable of using various types of required device as support in job implementation, such as device hardware and devices which software facilitated by Employment Service General City Bandung. Matter the show that on the aspect space, implementation policy Work From Home has already been fulfilled, that is form availability room private Which can be used as room Public pseudo Which enabled For implementation task during activity Work From Home ( Gadecki , 2018).

Transformation room personal House Service Officer Work The general city of Bandung can afford fulfil aspect room with Good that is with use room in House Which considered comfortable For Work with utilise existing equipment and technology . Findings the aligned with draft Implementation policy Which used as " connector " Because through stages This done delivery mechanisms , that is moment various policy output converted and policy input submitted to group target as effort concrete For reach objective policy . Same thing said Grindle (1980) that “ in inclves , therefore, the creation of policy delivery system, in which specific means are designed and pursued in the expectations of arriving at particular end”.

### **Aspect Time**

Aspect time is interpreted as something use room private by space focused work to clash two matter different, ie system time the cyclic related with work House ladder and system corresponding linear time with task professional where both of them overlapping ( Gadecki , 2018). Public Work Service The city of Bandung composes WFH scheduling with reference to the Letter Circular Mayor of Bandung Number 800/1460/2022 regarding Extension Third Adjustment System Work Apparatus Civil Country And Non Apparatus Civil Country on PPKM period Level 3 (three) during the Covid-19 Pandemic in Government Areas City Bandung.

Based on research findings, it is known that Service Work General City of Bandung as "ringing labor " has followed timetable Work From Home in accordance with provision Which loaded in Circular Letter Mayor of Bandung, though in implementation Still happen crash two time Which different, that is time cyclic And time linear Which impact on emergence various rhythm less Work aligned and engendered overlap overlapping One each other. Nonetheless, the constraints are resolved with Good. Because Department Employee Work General The city of Bandung has understood their respective duties, so duties and responsibilities answer you have done in accordance with authority without being fixated on timetable Work From Home. understanding on tupoksi the based on ability employee To do his job with true and superior in related matters with knowledge, skill, and attitudes ( Emron , 2017). Coordination is carried out by Department employees at Work Bandung City General via the application Whatsapp. Coordination the general walk with ease. The use of digital media has increased freedom of choice, increased interaction, and provided opportunities for public civil society participation in the public realm ( Aelst , 2017). WhatsApp digital media use is a means of communication used by Service Work City General Bandung. One factor contributing to the failure of public policy implementation is poor communication (Borrelli, 2018; hudson, et al, 2019).

Superiors provide temporary in-function supervision to subordinates via zoom meetings. Supervision is defined as a process in which a leader identifies results implementation work employee is already in accordance with plans, orders, policies, and goals that have been established ( Manullang , 2005). Process supervision the walk is not sufficient because of various experienced limitations as a result of implementing the hope policy work from home. The main constraint in policy implementation is the limitation of budget which owned Service Work GeneralCity Bandung.

Other findings on time show that the Department of Work General City Bandung continues to face various constraints related to distribution timetable. Work from home. Caused

by the Covid-19 pandemic, which is endemic in Indonesia. Based on the findings of the research, it is known that WFH policy in the Public Work Service City of Bandung has evolved through various stages of existing policies among them being composition and impact as a result of policy the (Edwards III, 1980).

### **Role Social**

The findings of a study conducted by researchers on the aspect role social show that employees of the Public Work Service City Bandung experience various tensions related to interpenetration of room privacy and public space located under the same roof. Finishing jobs and roles as an angora family concurrently causes conflict in role double experience by employees (Sheikh et al., 2018). Aspect role social is a description of a personal worker from home and a position teleworker who work together ( Gedecki , 2018). Teleworks then becomes a continuity for keeping going continuously Work by building and negotiating limitations between activity outside and inside the house as a result of policy implementation Work From Home ( Gadecki , 2018).

The duties and functions of each existing structure on the Service Work General Bandung city are established by Regulation Mayor of Bandung Number 95 of 2021 concerning the Organization and Work Procedure of the Department of Employment GeneralCity Bandung. According to the findings of the study, the implementation task principal and function as long as WFH can still be conditioned with Good despite numerous hindrances and obstacles. Changes in organizational structure occur when structural echelon IV (four) becomes Sub Coordinator, resulting in a shift in job pattern. Temporary for official functional No problem in carrying out task tree And function Because still capable of gathering number credit as base in increasing positions and promotions rank.

Policy Work from home causes a variety of changes as a result of the shift in the work-from-home system. However, p the No has become a significant constraint for Employee Service Work General City Bandung. Based on the findings of the informant interviews, it appears that employees' roles are changing. Where a government official becomes a husband or wife, and a person grows old because of children in his family. Employee role change There will be no overall change.

However, there is more to the role of an employee with a husband or wife and as a parent in his family. Work From Home No give perception must change roles at Work and at home Because moment WFH as employee capable adapt self and family support task work which held during WFH although employee must share concentration between Work and role at home. Change the way employees in the Department of Work understand their roles as individuals and family members. The findings agreed with Bloom's (2015) opinion, which stated that having an employee who works from home caused two major problems.

First, there is the benefit of increased productivity and profitability. Next, concerns about declining work-life balance (WLF) and the role of WFH as a solution to the problem. Essentially, employee Service Work General Bandung city already understand task and not quite enough he replied each and already used to in use device communication virtual meeting. Temporary training, seminars, and meetings are held virtually and have a positive impact on

employee development. Training or training is not a problem because it is done virtually from home.

According to Ripley and Franklin (1986), implementation policy work from home at the Department Work Bandung City General is associated with two (two) approaches to implementation public policy, namely compliance and what's happening. The first approach is obedience. which observe How does the implementor follow procedure? Which has already been established, with limitations and timelines previously agreed upon. The second approach is related to process implementation policy and what work has been accomplished on implementation. The following description of how Service Work General City Bandung implements policy work from home demonstrates aspect compliance. Compliance in the Office Work general evaluation via suitability policy work from home with a circular letter The Mayor of Bandung is in charge of policy. Temporary based on what is happening as a result of policy implementation work from home at the General City of Bandung Department of Work. According to Gadecki (2018), the Public Work Service Bandung City visible has fulfilled aspects of work from home, such as space, time, and social roles.

## **CONCLUSION**

Dotted reject from study results which researcher described previously, so can conclude:

Implementation Policy Work From Home in Service Work General Bandung city is already capable of fulfilling aspect room with ok, that is form transformation room personal House employee Employment Service GeneralCity Bandung with maximizing various device And technology Which There Is Considered Comfortable For Work.

In terms of time, the official Work GeneralCity Bandung is capable of adapting to two different situations, namely time cyclic and time linear. It demonstrates that harmonization support service and family are capable of fulfilling aspect time with acceptable results.

In terms of social role, Department Work The general city of Bandung can afford to give productivity good work with aligned role narrative personal as an employee, a husband or wife, and an elderly person.

Based on the findings of the study, researchers recommend that Service Work General City Bandung provide employees with private rooms that can be used as a pseudo public space, such as by facilitating network Internet access and other devices. Temporary recommendation for research is also seen from various weaknesses from this study, including facet location research. Furthermore, the study is expected to be conducted in two different locations so that success and failure from each location can be compared.

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