Work From Anywhere (WFA): Formulation of Policy Design for the Work System of State Civil Apparatus as Government Bureaucratic Efficiency In The New Normal Era

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Abstract

The changes in the order of people's lives after the Covid-19 pandemic stimulated the government to find the right policy direction, especially related to the work system of the State Civil Apparatus (ASN). Efforts to build a more adaptive work mechanism in dealing with crises initially created a Flexible Working Arrangement (FWA) policy which was implemented with Work From Home (WFH) as stated in the KemenPANRB Circular Number 19 of 2020 concerning Adjustment of the ASN System in Efforts to Prevent the Spread of Covid-19. The implementation of this policy has succeeded in achieving performance so that in the long term the government plans to implement a new work system model in the current New Normal era, namely Work From Anywhere (WFA). Later, ASN can work according to their convenience to improve the performance and better quality of public services. This formulation is also the embodiment of Industry 5.0 in work culture, so instead of closing oneself off from a restrictive system and working time, people can align it with the ever-evolving technology infrastructure as part of the reform agenda set out in Presidential Regulation No. 81 2010. This study uses a normative legal research method with an...
approach to legislation and literature study and uses descriptive analysis in managing qualitative data by applying a deductive method. The study results explain that the WFA concept is a new step for the government with a monitoring and evaluation system for ASN Number 8 of 2022. Furthermore, it is recommended to form a PermenPANRB. It is hoped that it will not only be a temporary solution but future-oriented in improving the performance of ASN based on the actual result.

A. Introduction

In creating a harmonious workforce, it is necessary to have support from qualified and qualified apparatus resources, which is one way to realize good governance. Governments often face competition from the private sector, which is known to provide large incentives to its employees to attract highly skilled employees. The problem that arises, of course, related to the government, which is still limited in disbursing incentive funds on the financial aspect, or which is not related to this, it is hoped that it can achieve work balance through a binding procedure or procedure for work involving ASN. Current work practices seem to amplify the contribution made to the comparison of competitive advantages in the public sector, which intervenes in the non-achievement of optimal actualization of human resources in ASN, which ultimately improves the performance of good management and public services.

In this case, it is necessary to have an evaluation concerning the government's performance from the policy sector related to the empowerment of the work environment and the effect on performance in general aspects accompanied by the complexity of incentive procedures that become innovations and benefits for employees who have had the best performance, which of course is demanded by the government. As basically, ASN must serve the community best and, of course, have healthy competition in the national and international scope. However, in another view, some government employees also have a life with their own affairs that require them to manage time, namely between their work as ASN and their families with work balance or work-life balance. For example, there are ASN who hypothesize that there are obligations that must be fulfilled in their household relationships, such as mothers who take care of the household or children, which of course, not only women who carry them but also include fathers with the same performance through a supportive environment. Flexible. There may be other things. For example, outside the office, employees have shopping for their daily needs or other urgent needs.

The concept is undoubtedly based on the rapid development of technology which of course, needs to support a good work environment with effective creation. This effectiveness is a form of priority consideration and attention that, in this public sector, the government needs to conduct an in-depth study. For example, in the reality that there are several large areas in Indonesia such as Jakarta, an obstacle is found that the road to the office is very jammed and becomes a separate problem that risks reducing the number to achieve higher employee performance, especially Jakarta, even many ASN employees admit that they spend up to 4 days on the road, or depending on how much longer they can.

1 Bramantyo Tri Asmoro and M PSDM, Manajemen Asn Dalam Bingkai Regulasi (Bandung: Penerbit Lakeisha, 2022), hlm 52.
Of course, this situation wastes thought, energy, and especially time, so it affects the level of social interaction, namely in the family and work environment. Implementing Work From Anywhere (WFA) is undoubtedly a concern for the government. Several countries have also implemented it to overcome the problems experienced by employees regarding their performance, as in the context of the Industrial Revolution 4.0. Based on a statement from Annette Blokland in 2018 listed in her journal Forbes that there has been around 70 percent of millennials have the doctrine that there is an interest in an institution or work organization that enforces WFA so that it becomes an advantage for them to be rich compared to Indonesia. Which still applies to a rigid system. Suppose we observe that WFA is essentially an old thing in several organizations other than the government, which gives interest to employees with the existing system to reduce the excess quantity of employees.4

In the view of the public sector, adjustment of settings related to the implementation of WFA is mostly only for the tolerance of employees who are late for work, not comprehensively managing a managed performance. The intuition of several government institutions that have begun to be flexible, such as the functional position of auditors and the Financial Supervisory Agency, has begun to adopt this concept. For example, several BTPN Banks, HM Sampoerna, Wiradaya, and the Surabaya Plaza hotel have implemented WFA. However, formal policies have not yet been established for the management of ASN itself.

We can examine more deeply that WFA is a provision and implementation of practice rather than an institution with different employees, or maybe in something limited regarding when or where employees can complete their work with time differences from the usual hours. For example, during work and rest, a career that has limited time also has a relationship with family and other matters, or there is a part-timer that interferes with other activities or weekends is still forced to enter, which will later use teleworking. In this fact, there has been a discourse on the formulation of a concept related to the State Civil Apparatus (ASN) being strived to complete its work anywhere, or what is known as Work From Anywhere (WFA). In this case, the emergence of a proposal regarding the work systematics that is continuing for ASN after going through the pandemic period, namely previously there was a transition from Working from Office (WFO) - Working from Anywhere (WFA), which after being evaluated turned out to be successful.5

Based on a statement from the Bureau of Public Relations, Law and Cooperation of the State Civil Service Agency (BKN), regarding the implementation of a WFO working system during the pandemic, it shows that there is an adaptivity of ASN and the community in terms of service. The new work system that was adjusted during the pandemic had positive consequences for the formation of digital transformation, namely within the scope of the government and society in general.6 The survey conducted by the United Nations (UN) e-Government in 2020 also explained that Indonesia was ranked 88th for the implementation and development of government on an electronic basis or called e-government an increase in ranking which is 19 ranks compared to 2018 which is in the order of 107 and the previous year also in 2016 it was in 116 ranks.7 This achievement certainly stimulates the creation of a WFA policy which is considered by the current government to be able to achieve effectiveness and a fairly efficient bureaucracy.

Based on a statement from Plt. The Head of the Communication and Information Law Bureau of the KemenPAN-RB said that the existence of this policy was a basis for

implementing the ideals of simple bureaucratic and bureaucratic reform. In the context that the government is currently trying to simplify the structuring of the institution through structural positions that were reverted to functional and work in a systematic context, it will be adjusted dynamically, collaboratively, and agilely.\(^8\)

Even though it is said to be effective, the discourse of the existence of this policy turns out to have caused two opposing camps, namely the pros and cons of the community. Where basically, there is a view from the community that there will be non-optimization of public services if WFA is applied for the ASN itself. An argument emerged by a public policy observer, namely Agus Pambagui, that he stated that the WFA policy for ASN needs to be deepened through studies from various aspects, and other considerations are needed to accompany the implementation of this policy. Even a member of the House of Representatives from Commission II, Aminukrohman, stated that the government needs to re-examine the details of the WFA policy through a joint study, considering that the main functions and duties of ASN are essentially directly related to the community in public services.\(^9\)

This study uses normative law accompanied by legal rules that apply in society, along with literature studies in the form of books, journals, etc. The analytical method that will be used for this normative legal research is to use qualitative analysis methods. The data obtained from this qualitative analysis are obtained from various sources in qualitative research, data analysis is more focused during the analysis process and data collection.

Based on the above background, this article analyzes the concept of the Draft State Civil Apparatus Work System (SCA) Policy as Government Bureaucratic Efficiency in the New Normal Era and the challenges faced by the Government and ASN in improving bureaucratic performance. This study uses normative law accompanied by legal rules that apply in society, along with literature studies in the form of books, journals, etc. The analytical method that will be used for this normative legal research is to use qualitative analysis methods. The data obtained from this qualitative analysis are obtained from various sources in qualitative research, data analysis is more focused during the analysis process and data collection.\(^10\)

The novelty findings of this study provide recommendations to governments can consider other countries as models for those who have successfully adopted WFA. Therefore, government preparation is needed regarding technology infrastructure, human resources, data sources, organizational structures, and work rules. Through its legislative role in making a policy, Commission II of the DPR RI must encourage the government to conduct a thorough research by utilizing Cost-Benefit Analysis to formulate ASN policies and positions with the WFA working system during the discussion of the ASN Bill. In addition, Commission II of the DPR RI must oversee the government's readiness regarding WFA policies through a supervisory function, starting from policy formation to program evaluation.

B. Discussion

1. Conception Of Work From Anywhere (WFA) In The Work System Of The State Civil Apparatus

Work From Anywhere/ WFA is often confused with WFA (FWH is just a form of WFA). Work systems using WFA or work-life alternatives generally encourage the choice of different types of work, including hours, worked, number of jobs held, and location of work. Although WFA and FWH are not the same things, the discussion of WFA with ASN (particularly civil servants) must begin with set working hours (working hours) because ASN work is now carried out according to this working time arrangement. In this case regarding the existence of a

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\(^8\) Pandu Wibowo, Desainer Bari Birokrasi: Menyambut Gelombang Asn Milenial Di Birokrasi (Jakarta: Phoenix Publisher, 2019), hlm 23.


\(^10\) Peraturan Pemerintah Nomor 30 Tahun 2019 Tentang Penilaian Kinerja Pegawai Negeri Sipil.
schedule of working hours in the implementation of ASN work directed by a provision, making civil servants have an obligation to be on time when present at the office following the hours that have been determined as stated in PP no. 53 of 2010 concerning Civil Servant Discipline. According to the PP's explanation, every civil servant is obliged to report for duty, do his job, and leave the office in accordance with the working hours that have been set while remaining not in a public place without a valid reason. Civil servants work a total of 7 (seven and a half) hours every day for 5 working days (37.5 working hours per week). Employee working hours are strictly controlled (Monday-Thursday 07.30-16.00, break 12.00-13.00; Friday 07.30-16.30, break 11.30-13.00). Civil servants must follow a disciplinary policy.

In government institutions, flexibility has been recognized in practice through Presidential Decree Number 68 of 1995. In designing arrangements for units that provide services to the community, the flexibility provided is in the form of setting working hours/FWH (while the obligation to come and go and minimum working hours must be fixed). According to existing policies. When the Bureaucratic Reform initiative was introduced in 2010, FWH became an option when the current situation saw that it was not possible to carry out direct work. All employees are entitled to flexible working hours for late arrivals and late arrivals of up to one hour, along with additional working time to comply with the 7 hour rule. The biggest obstacle to implementing WFA is the strict discipline that is determined by the working hours of civil servants because neither the institution nor the employees have policy options to control flexibility, especially flexibility when entering the place and time related to the work environment. Following the issuance of Law Number 5 Year 2014 concerning ASN as the basis for changes in the management of ASN in Indonesia, this policy change is very likely to be activated. There is potential for the government to change the Employee Discipline Policy to fit the WFA paradigm. This policy modification will form the basis for the implementation of WFA. The term "PNS must come, leave the house in accordance with working hours and not be in a public place" prevents WFA from taking effect until these conditions are met, therefore this section will be examined first.

The obligation to come requires employees to be physically present at work, which is not related to the components of the WFA concept which is the main indicator, namely flexibility (both working time, number of jobs, and workplace). Flexible work environments, co-working spaces, employee attendance, and other forms of employee "presence" are products of the flexibility associated with WFA. The physical presence of employees can be adjusted and can be assisted by high-tech equipment at such a rapid pace. An organization can exercise control over working hours and task completion even if employees are at home thanks to the technology used to ensure employee attendance and achievement of work goals. In carrying out their work, employees only need to log in through a website that is intended for attendance, email as a means of sharing work results, fixed and cellular telephones, teleconferences, Skype, and other technologies as a means of communication, coordination, and control in the execution of work are some examples of the use of technology that is truly -really WFA help. Technology is used to ensure personnel attendance and service standards.

The exact work with this configuration and who is "suitable" to use WFA is determined by other factors. Does all that work? Are they all workers? As WFA is social, its requirements and implementation depend on the capabilities and characteristics of the institution. In its administration, governments or organizations are entities that can determine when they need it and can also determine who should receive support and how. There is no implementation

specification in the proposed regulatory requirements. Primary constitutional and legislative considerations are essential for institutions to choose the appropriate WFA method.14

Making the right choice for the type of WFA will create benefits and responsibilities for the ASN. Only several types of WFA can be chosen by the organization, such as the ethics of WFA implementation, evaluation of WFA efficiency, and checks and balances WFA choices are determined by government decisions. This arrangement is the agency framework for implementing WFA, which requires significant adjustments. Adjustments in friendly waiter planning can affect things like who qualifies for WFA, financial matters, cultural shifts, the technology required, support networks, and other technicalities. Quality management can also change, as well as work execution, interaction, collaboration, and evaluation processes. A practical license will allow the community to innovate and take responsibility for organizational effectiveness provided by loyal, reliable, and high-quality human resources (work-life balance). WFA is a new method of managing personnel by considering various problems and environmental characteristics. Authorities can begin to review and create appropriate rules and regulations to implement this strategy successfully. Because it allows the implementation of WFA, the law on disciplinary action governing working time is the first step that needs to be taken immediately. Nationally formulated policies are generic, although, by law, organizations can choose them based on their unique requirements.15

Regarding ownership of technical management will encourage government organizations to be innovative and accountable for the success of the organization provided by human resources who are loyal, reliable, and of high quality (work-life balance). WFA is a new method for controlling employee productivity to adapt to changing needs and dynamics of the environment. The government can begin to review and establish appropriate regulations and procedures to successfully implement this strategy. Because it allows the implementation of WFA, reviewing the disciplinary action rules governing working time is an urgent first step. Nationally formulated policies are generic, although organizations can technically select them based on their unique needs.

This freedom of choice is accompanied by an obligation to exercise it successfully. A review of the best alternative WFA strategies for Indonesia, the different types of WFA work, operational procedures, and accountability mechanisms should be accompanied by modifications to employee performance policies. Kemenpan RB needs to immediately start paying more attention to related partnerships (LAN, BKN, and other parties) so that WFA can be used as a new approach to monitoring the effectiveness of ASN. A number of variables, including gender, technology and infrastructure, management and managerial practices, types of work and work, and regulations influences Work From Anywhere. This aspect will ultimately determine how Work From Anywhere should be used in various settings. Because different causes, even within the same pandemic event, will produce different results. First, let's talk about how the Work From Anywhere policy affects male and female employees from a gender perspective. demonstration of early studies that the use of this enterprise network.16

2. Government Challenges In Implementing Work From Anywhere (Wfa) For State Civil Apparatus

Challenges with WFA Integration For ASN Work From Anywhere (WFA), a different option offered by companies to choose the time and location of WFA deployment, was previously conveyed by Sri Mulyani, Minister of Finance of the Indonesian government. Work

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to shift the emphasis of WFA from work methods to outputs or outcomes. The WFA work system is considered more productive and effective in terms of time, place, and money, according to the existence of a country. The government believes the WFA's working method will be more efficient and successful in terms of time, place, and budget.17 But the public is still not convinced about the purpose of WFA. The WFA work system is proven to be able to increase employee productivity which in turn increases the income potential of the institution, according to research on the Work From Anywhere (WFA) system. WFA can improve work-life balance, company dedication, and employee commitment to give their best work. Although experts have widely applied the WFA work system, it will face difficulties at the beginning of its implementation in Indonesia, including difficulties in leadership.18

Many ASN mindsets are still based on the traditional paradigm of leadership, which means the way they function is still based on the outdated principle that all employees must be present in person at work. Because of this, implementation of the WFA policy will be difficult. The second is the physical difficulty. Indonesia still has many locations with blank spots. In such a way that the deployment of e-government in the area is feasible. Currently, there are 3,345 non-3T regions and 9,113 3T regions (Lagged, Outermost, and Frontier) with blank spots. And finally, distrust in today's technology. Therefore, KemenPAN-RB needs to immediately map positions that can be applied to the WFA system and positions that cannot be applied to the WFA system. The mapping must be disseminated to all ASN and the community. The pattern and hierarchy of governance, in general, will change as a result of WFA's policy for ASN. Although this policy is an “advanced policy” from the existing work system, careful planning is still needed. The government must pay attention to the following readiness factors: digital infrastructure first. It is important to be prepared well in advance as a condition for implementing the WFA policy. E-government supporting infrastructures such as BTS (Base Transceiver Station), fiber optic, satellite, server, firewall, and bandwidth can meet the needs of e-government implementation.19

Then related to Human Resources (HR). ASN must be ready to convert physical labor orders into digital orders. Of course, there is no easy way to prepare this. It is important to ensure that the ASN has adapted to the electronic work system. Third, workflow and organization. A new formula is needed that is used as the basic threshold in the application of WFA for ASN, as well as adjustments to the WFA work pattern and the atmosphere around attendance, employee quality control, monitoring, and assessment. To reduce resistance to improvement in management culture, it is also necessary to prepare a work and leadership culture. To reduce resistance to shifts in corporate culture, it is also important to prepare for a work and leadership culture.20 Data sources, namely the Government, must be ready to ensure that data held by the Department/ at the central and local levels can be shared appropriately without difficulty in identifying data asymmetry or data types that vary from one organization to another and prevent further processing for retrieval. Decisions and public services to be the best. The government must also create a legal basis for implementing WFA policies from a legal perspective.21

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PANRB Regulation No. 8 of 2021, which regulates the Civil Service Performance Management System and ASN performance management system, which consists of performance planning, implementation, monitoring, performance, and follow-up, is the basis for the current WFA supporting rules. ASN performance is monitored in accordance with PP Number 24 of 2021 concerning the Discipline of Civil Servants and Regulation of the Head of BKN Number 6 of 2022 concerning the Implementation of PP Number 24 of 2021, in addition to Permen PANRB. However, more WFA laws must be made to create a more technical and precise WFA for ASN regulations by 2021. It is essential to thoroughly examine the potential costs and impacts associated with implementing this law using methods such as cost-benefit analysis. This instrument can be used as a measuring tool to determine the WFA strategy so that it can be generated from the perspective of costs, effects, and results obtained. Then, a policy proposal will be made from the calculations and analyses that have been carried out.

C. Conclusion

Based on the discussion above, the authors conclude that the conception of the WFA regulation requires a thorough review because this regulation can change the general understanding and arrangement of bureaucratic administration. Looking back at the current situation in several regions in Indonesia, there are challenges when implementing WFA policies, such as public skepticism, geographical conditions, and regional infrastructure, as well as related to the leadership of each bureaucracy.

The novelty findings of this study provide recommendations to governments can consider other countries as models for those who have successfully adopted WFA. Therefore, government preparation is needed regarding technology infrastructure, human resources, data sources, organizational structures, and work rules. Through its legislative role in making a policy, Commission II of the DPR RI must encourage the government to conduct a thorough research by utilizing Cost-Benefit Analysis to formulate ASN policies and positions with the WFA working system during the discussion of the ASN Bill. In addition, Commission II of the DPR RI must oversee the government's readiness regarding WFA policies through a supervisory function, starting from policy formation to program evaluation.

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