

The Effectiveness of Working from Home for State Civil Apparatus at the Center for the Development of Early Childhood Education and Community Education in Southeast Sulawesi

1^{st*} Zuci Rahmani Zainal, 1st Muh. Akmal Ibrahim, 1st Nurdin Nara M.Si

¹Master's Program in Public Administration, Faculty of Social and Political Sciences, Hasanuddin University, Indonesia,

Abstract - In an effort to prevent the spread of COVID-19 in Indonesia, the President of Indonesia has instructed all government agencies through a circular letter from the Ministry of Administrative Reform and Bureaucratic Reform to carry out all office activities at home. In this regard, this study focuses on knowing the effectiveness of working from home for state civil servants in the development center for early childhood education and community education in Southeast Sulawesi and for identifying the supporting and hindering aspects of working from home. This data was obtained from the results of interviews and documentation which was processed using a descriptive qualitative research method. The literature study was also obtained from data from reports from the Center for Early Childhood Education Development and community education as well as search results on the internet. The results of this study indicate that working from home for state civil servants at the early childhood education development center is running effectively where all indicators of target achievement have been successfully realized even though there are insignificant inhibiting factors in the early transitions to the work system transition. State civil servants continue to prioritize their duties and responsibilities in developing the quality of early childhood education and community education.

Keywords: - Effectiveness, Working From Home, State Civil Apparatus, BP-PAUD & Dikmas Sultra.

INTRODUCTION

The emergence of a new virus outbreak, namely Coronavirus Diseases or better known as COVID-19, has brought major changes to all human activities on earth. This virus has claimed many victims in a relatively fast time because the process of spreading is very easy. Several countries have implemented Large-Scale Social Restrictions (PSBB) until the lockdown. As a result of the enactment of the PSBB, many offices, both government and private, have implemented a work from home system.

The findings of the first covid-19 case in Indonesia on March 2, 2020. Positive cases of covid-19 in Indonesia are growing fast with the number of positive victims that continues to grow every day even to the point of claiming many lives. This of course urges the government to take steps to prevent and break the chain of transmission of the COVID-19 virus. On March 13, 2020, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) submitted a national policy regarding the adjustment of the work system of the State Civil Apparatus (ASN) on the instructions of President Joko Widodo as contained in the circular letter of the Minister of PAN-RB No. 19 of 2020 .

Adjustment of the work system by working from home must be carried out by all government agencies where the staffing officer regulates the work system and regulates officials or employees selectively within their respective work units through consideration of the type of work, Covid-19 distribution map, employee domicile, employee health conditions. and family as well as travel and interaction history of employees who are confirmed to have COVID-19.

The Center for the Development of Early Childhood Education and Community Education (BP-PAUD & DIKMAS) is a verticalization agency of the Ministry of Education and Culture (KEMENDIKBUD) of the Republic of Indonesia with the task of implementing program development and the quality of early childhood education as well as community education. BP-PAUD & DIKMAS Sultra has forty ASN consisting of one head of the office, one general head of sub-section, sixteen functional staff of civil servants (currently widyaprada) and the rest are administrative staff.

BP-PAUD & DIKMAS Southeast Sulawesi began implementing the work from home system on March 20, 2020 through a letter of assignment issued by the head of BP-PAUD & DIKMAS Sultra based on a circular letter from the Minister of Education and Culture regarding online learning and working from home in order to prevent the spread of covid -19. The issuance of this assignment letter is also to follow up on a letter from the Director General of PAUD dated March 19, 2020 regarding the procedure for carrying out employee duties. The implementation of working from home by BP-PAUD & DIKMAS ASN is carried out based on the schedule set out in the assignment letter. The implementation system is regulated by the method of working from home and working from the office with a time interval of one day for scheduled ASNs.

The development of the covid-19 virus which shows results that continue to increase has made several ASN at BP-PAUD & DIKMAS Sultra detected positive for COVID-19. This of course makes the process of working from home continue until the situation allows for some ASN to work directly in the office. BP-PAUD & DIKMAS Southeast Sulawesi began implementing a

work from home system on March 20, 2020 and a second assignment letter on December 23, 2020. The letter regulates the implementation of official duties from the office and/or from home while still paying attention to health protocols and attendance records. ASN every working day is obliged to submit a report on the results of the implementation of tasks through the daily log that has been made. The process of working from home for BP-PAUD & DIKMAS ASN is carried out alternately for ASN functional tutors for learning while for office heads, general sub-sections and administrative employees continue to carry out office tasks while still paying attention to health protocols.

There is a change in the division of tasks in the implementation of work from home carried out within the scope of BP-PAUD & DIKMAS in every letter of assignment issued by the head of the office, researchers are interested in studying further about the adjustment of the work system and the effectiveness of working from home for state civil servants in BP-PAUD & Dikmas Prov. Southeast Sulawesi and also want to know the aspects that can affect the effectiveness of adjusting the work system by working from home for the State Civil Apparatus.

LITERATURE REVIEW

Effectiveness begins with the word effective. Based on the Big Indonesian Dictionary, the word effective means having an effect or change, while effectiveness itself is usability, activity and suitability for an activity. From that understanding, effectiveness is a measure of success by using certain methods according to the goals to be achieved.

Effectiveness is how well the work is done, the extent to which people produce outputs as expected [1]. This means that if a job can be completed in accordance with the plan, both in time, cost, and quality, it can be said to be effective. The bigger the target, the higher the level of effectiveness [2].

Indicators of effectiveness can be seen from the time used during implementation, the personnel who carry out these activities and the results obtained. Measurement of effectiveness is also proposed by Duncan namely the achievement of goals, integration, and adaptation [3].

Working from home is another definition of working remotely. The meaning of this term is that employees carry out all office activities at home and to carry out tasks they do not have to go to the office and even meet other employees. The term working from home first appeared in Europe which was introduced by Norbert Wiener with the term telework and in 1974 it was changed to telecommute [4].

Working from home has been implemented in Indonesia since the PAN-RB minister issued a circular regarding the adjustment of the work system for the state civil apparatus with the aim of reducing the spread of the COVID-19 virus in Indonesia and also to ensure that public services continue to run well even though work is done from home. In the implementation process, working from home is also inseparable from its advantages and disadvantages. Some agencies who feel the impact of working from home say that for their own advantages, operational costs have decreased, they are more flexible at work, increased work productivity, increased job satisfaction, increased work with daily life, avoided disruptions to the work environment and more time spent can be spent with family. While the perceived drawbacks of working from home are the difficulty of controlling employees who work from home, reduced motivation to work, many work interruptions, can cause miscommunication, vulnerable data security problems, increased operational costs at home, and also not all work can be done at home.

The transition to the work system from home is of course deeply felt by the state civil apparatus. The state civil apparatus is a profession of workers who work in the government. The state civil apparatus has a work agreement and is appointed by a staffing officer and entrusted with tasks in a government position with a salary based on laws and regulations. The State Civil Apparatus has been regulated in the Law of the Republic of Indonesia Number 5 of 2014. The legislation has regulated general provisions, principles, principles, basic values, code of ethics and behavior, functions, duties and also the role of the State civil apparatus.

In a previous study conducted by [5] with the title The Effect of Work From Home on the performance of State Civil Apparatus at the Class I Immigration Office for TPI Medan. His research used descriptive qualitative research methods with the results showing that the implementation of Work From Home at the Immigration Office Class I Special TPI Medan went well and no inhibiting factors were found on employee performance.

METHODS

This study used a qualitative approach with a descriptive approach. The informants were determined by purposive sampling, namely the Head of the Office, Head of the Administrative Subdivision, Widya Prada Madya employees, and management analyst staff, and several employees who could provide information for this research. Data collection techniques were carried out by in-depth interviews, literature studies and documentation at the Center for the Development of Early Childhood Education and Community Education in Southeast Sulawesi. The data were then analyzed by collecting data, condensing data, presenting data and drawing conclusions/verification

RESULTS AND DISCUSSION

1. Effectiveness of working from home for state civil apparatus at the center for the development of early childhood education and community education

The transition to the bdr work system is a new thing for Indonesia. The first step in preventing the spread of COVID-19 is large-scale social restrictions (psbb). The implementation of psbb is also supported by a circular letter from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Menpan-RB No. 19 of 2020) regarding the adjustment of the ASN work system on the instructions of President Joko Widodo. The application of the transition to the bdr work system for government agencies is left to each head of the agency.

The implementation of bdr for bp-paud & dikmas Sultra was carried out on March 20, 2020. The shift in the bdr work system was not a serious problem for bp-paud & dikmas Sultra in carrying out staffing duties because bdr had been socialized before. However, in practice there are some things that need adjustment and adaptation so as not to become a big problem in achieving goals during the bdr period. Bp-paud & dikmas carried out work from home for almost a full year in 2020. This was directly expressed by the head of the administrative sub-section of bp-paud & dikmas Sultra that working from home had actually been socialized before so when a policy was issued regarding bdr it did not become a big problem for us and our employees must continue to carry out their duties according to their respective responsibilities.

Bp-paud & dikmas Sultra set an annual target to be achieved through a performance agreement in 2020 with the goal of increasing the quality assurance of paud and dikmas. The summary of the bp-paud & Southeast Sulawesi dikmas performance agreement in 2020 is as follows:

TABLE 1.
bp-paud performance agreement & dikmas sultra

Activity targets	Activity performance indicators	Unit	Target
Increasing quality assurance of paud and dikmas	Percentage of paud and dikmas institutions that have mapped the quality of their education	%	35
	Percentage of paud and dikmas institutions that have been supervised by the quality of their education	%	35
	Percentage of paud and dikmas institutions that have been facilitated by quality based on SNP	%	35
	Percentage of kab/city whose primary data on early childhood education is accurate, renewable and sustainable	%	35

Source: field research data "bp-paud performance report & dikmas sultra 2020"

Based on the results of the annual report obtained during the research process, it shows that the achievement of goals at bp-paud & dikmas Sultra has been achieved and even exceeded the predetermined target. The following is information on the level of achievement; (1) The percentage of paud and dikmas institutions whose education quality has been mapped based on indicators of achievement of targets that need to be achieved is 35% with the realization that has been achieved is 36%; (2) Percentage of paud and dikmas institutions whose education quality has been supervised. Based on indicators of achievement of targets that need to be achieved is 35% with realization achieved is 36%; (3) Percentage of paud and dikmas institutions whose quality of education has been facilitated based on SNP. Based on indicators of achievement of targets that need to be achieved is 35%. With the realization achieved is 62%; (4) The percentage of districts/cities whose basic data on early childhood education is accurate, renewable and sustainable based on indicators of achievement of targets that need to be achieved is 80% with the realization achieved is 86%.

The transition to the work system from home at bp-paud & dikmas Sultra did not escape obstacles in the adjustment process. The shift in the work system during the pandemic made the socialization process and also the communication that was established at bp-paud & dikmas Sultra experienced several obstacles which made some coordination of work programs hampered. These obstacles are clearly felt by several employees who carry out bdr, including communication that previously could be done directly, now they have to coordinate or communicate through devices, media and digital applications or mobile phones. This makes coordination take longer than when working directly in the office. Two-way communication also becomes slow, especially if employees conduct media communication during (meetings, important meetings, or socialization) with a limited time.

The adaptation made by state civil servants at bp-paud & dikmas Sultra is to learn more about applications and also digital media available in the process of carrying out tasks from home. This adaptation process is not so awkward and can be adjusted over time so that the achievement of the target of bp-paud & dikmas Sultra in 2020 is achieved and even exceeds the predetermined target. According to one of the widya prada employees, a community expert said that the shift in the work system was unavoidable because it had become a provision from the central government. As a government agency, you must follow the rules. What we are doing is learning more about online media such as using Zoom because during the bdr yesterday we used the application more in carrying out tasks. In addition, adaptation that is also felt is the process of communication and coordination between employees.

When working from home, the availability of internet quota is very necessary considering that in the process of communication and coordination, most use face-to-face applications while assistance from the government is also not fully conveyed to state civil servants who work from home. So, these state civil servants inevitably rave about their personal money to fulfill their needs in carrying out their duties. According to the information from the head of the administrative subdivision based on complaints received by employees, some of them feel more satisfied at work when working directly from the office because the communication and coordination process is more effective and takes place quickly without any obstacles because it is enough from room to room and of course discussion of problems work can be done more efficiently [6].

From the results of the research conducted, seen from the achievement of goals, integration and adaptation processes carried out, it shows that the civil servants in bp-paud & dikmas sultra do not have serious problems in achieving their annual goals or targets even though there is a transitional period of working from home. The annual target that had been determined before the outbreak of the covid-19 pandemic in southeast sulawesi did not experience the slightest change in adjusting to the shift in the work system. The targets that have been set are carried out in accordance with the responsibilities of each employee by using innovation and also several available digitalization media [7]. It is undeniable that the employees also experience several obstacles in the adaptation process, especially in terms of integration, socialization and communication. However, this can be adjusted quickly because employees are required to do various ways in carrying out their duties such as conducting webinars or online meetings with schools that are targeted by bp-paud & dikmas sultra in developing the quality of their education. So, working from home for state civil servants at bp-paud & dikmas sultra continues to run effectively and does not become a difficult problem to adapt in carrying out their responsibilities even though they feel more comfortable when working directly in the office.

2. *Aspects of barriers to working from home for state civil apparatus at the center for early childhood education and community education in southeast sulawesi*

Working from home is a new thing in the world of indonesia's work order, moreover the transition to this work system is carried out simultaneously and is mandatory in order to reduce the spread of the covid-19 virus. In the adjustment process, of course, there are things that need to be adjusted so that the goals of an agency can be carried out even though they have to work from home.

For the state civil apparatus in bp-paud & dikmas sultra while working from home does not have a serious enough problem. Some of the obstacles and obstacles faced are communication and coordination problems in the collaborative process of achieving agency goals [8]. In the early days of working from home, there was often a miscommunication due to the difficulty of reaching indirect coordination. Moreover, when working from home more use digitalization media and this is very common for some employees who work in these agencies. The delay in receiving information was also felt by several employees because not all of them had an in-depth understanding of digitalization devices as well as applications and available media. Even though long before this pandemic, they were already equipped with laptops that allowed them to work from anywhere. However, the use of the laptop is usually for making reports and also other documentary tasks. When all work begins to be done from home, some media and applications that are quite common for employees who work at bp-paud & dikmas become more frequently used, making them need time to learn and understand these applications. However, the state civil apparatus in bp-paud & dikmas sultra are aware of their duties and responsibilities, so they each take the initiative to study existing applications and media so that the goals and targets for achieving this institution can be implemented and implemented effectively and efficiently.

From the results of the research conducted, some perceived obstacles are not so serious a problem for them because the success of their agency in achieving the goals and targets that have been agreed upon depends on the initiative and awareness of each of the employees working. The responsibility of the head of the office also cannot be separated for mutual success. In addition to his own initiative, the head of the bp-paud & dikmas office often holds webinars and also other online meetings regarding the use of applications that they often use at work so that they are able to carry out their duties properly and also that communication and coordination processes can be carried out even though they have to work from home.

CONCLUSION

Based on the results of the research and discussion that have been described, it can be concluded that the effectiveness of working from home for state civil servants at the Center for the Development of Early Childhood Education and Community Education in Southeast Sulawesi is running effectively and there are no serious obstacles. This can be seen from the achievement of the goals that have been achieved exceeding the predetermined targets, the integration which, although it had a few obstacles at the beginning of the transition of the work system regarding the communication process, as well as the difficulties in coordinating with each other, were successfully resolved quickly along with the adaptation process carried out. This is due to the self-awareness of BP-PAUD & Dikmas Sultra employees regarding their duties and responsibilities as state civil servants in developing the quality of early childhood education and community education so that the goals of BP-PAUD & Dikmas Sultra can be achieved even though they have to work from home. . The head of the office has provided facilities for his employees who work from home in the form of socialization about online meeting applications, providing laptops for employees, and also some internet quota assistance. However, from the results of interviews with several employees who work at home, they say that they feel more satisfied when they work directly in the office because the office facilities are much more complete and the communication process can be carried out without any obstacles.

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