The Effectiveness Of WFH Work System Implementation On Employee Performance In Dinas Pendidikan, Medan City

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Abstract— This paper aims at the effectiveness of the application of the WFh (Work Form Home) work system on the performance of employees at the Medan City Office. In the Medan city education office itself, it has implemented a Work Form Home (WFH) work system that has been running for one year, where only part of the employees who work at the location continue to apply health protocols by always using masks and maintaining distance in carrying out their duties. Meanwhile, some other employees carry out official duties in their respective homes, this is done alternately from day to day. In implementing the Work Form Home (WFH) work system, of course, it has an impact on employee performance problems because it cannot be directly supervised by the institution. Performance problems are seen from various aspects such as the ability of ASN employees to complete their work even though they have to work at home and the improvement in the results that should be obtained for work by employees. Work quality, work motivation and work morale that affect the performance of ASN employees, especially in the Medan City Education Office. The results showed that the WFH (Work Form Home) system implemented at the Medan City Office was less effective in improving employee performance.

Keywords*: Department of Education, Effectiveness, performance, work from home (WFH).*

1. INTRODUCTION

Recently, various parts of the world are being faced with a major pandemic, namely the Covid 19 virus pandemic which has had a negative impact on all levels of human society and all aspects, ranging from health, economic, educational, social and other aspects. The Covid 19 virus has a very fast and very wide spread so that day by day the number of cases infected with Covid 19 is increasing as well as death cases around the world which are also increasing.In this case, the Indonesian government is making various efforts to prevent more widespread prevention of COVID-19, one of which is issuing regulations to always maintain distance and use masks and minimize going out of the house or traveling to crowded locations. In addition, the impact caused by the Covid 19 pandemic has resulted in major changes to the economic sector which are felt by companies both small and large scale. Lots of companies choose to close on the company's income they get continues to decline and many also lay off their employees which causes unemployment in Indonesia.

The Indonesian government issued a regulation to implement the WFH (Form of Homework) work system due to the COVID-19 pandemic. This step was taken to seek to break the chain of spread of Covid 19 while at the same time preventing the spread that was increasingly widespread. The implementation of WFH is also in line with the Circular of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Menparb)

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Number 19 of 2020 concerning the work system of the state civil apparatus in an effort to prevent and spread the COVID-19 pandemic within government agencies. In this case the assistance regulation states that the state civil apparatus (ASN) within the government agency is able to carry out official duties by working at home for various levels of position.

In previous research conducted by Jenia Nur Soelistyoningrum with the title Effect of Work From Home Effectiveness on Loyalty and Performance of Employees of the Bitung Immigration Office, it was found that based on the simultaneous test results with the F statistical test it was found that there was an effect of employee loyalty on the level of effectiveness of WFH. Simultaneous test with the F statistical test shows that there is an effect of employee performance on the level of effectiveness of WFH. Based on the results of the MANOVA statistical test, it is concluded that there is a relationship between the effectiveness of WFH and employee loyalty and performance.

In Medan city education office itself, it has implemented a Work From Home (WFH) work system which has been running for one year, where employees who work at the site only partially apply health protocols by always using masks and maintaining distance in carrying out their duties. Meanwhile, some other employees carry out official duties in their respective homes, this is done alternately from day to day. In implementing the Work Form Home (WFH) work system, of course, it has an impact on employee performance problems because it cannot be directly supervised by the institution. Performance problems are seen from various aspects such as the ability of ASN employees to complete their work even though they have to work at home and the improvement in the results that should be obtained for work by employees. Quality of work, work motivation and morale that affect the performance of ASN employees, especially in the Medan City Education Office.

2. THEORETICAL REVIEW

2.1 Work Form Home

The current application of WFH in Indonesia is said to be not due to organizations working from an original culture or method, but to reduce the spread of Covid-19, so that decision making by managers must apply WFH to maintain employee productivity. For some informants who have access to remote living quarters, WFH is ideal for maintaining productivity due to significant reductions in transportation costs and times (de Vos, Meijers & Van Ham in Mustajab, et al. 2020). According to Timbal and Mustabsat (2016), companies that support work from home claim that this last opportunity results in greater productivity. Changes in the organization in assigning duties and responsibilities to employees by "prohibiting" employees from working in offices and gathering in rooms, so that employees have to work at home, this is called work from home (WFH) or working from home (Mustajab, et al. , 2020). For now, WFH is a strategy adopted by many organizations and provides many benefits for organizations including educational institutions.

According to Timbal and Mustabsat (2016) in Farrell Kathleen (2017), there are indicators of work from home including:

1. Flexible work environment. A work environment that gives employees the opportunity to have their own choice of how, when and where employees are involved in tasks related to their work.
2. Stress disorders. Stress disorders can be caused by a stimulus that turns heavy and prolonged so that it is difficult for a person to deal with it and usually occurs due to life problems and daily disturbances.
3. Proximity to family. The role of the family is important for someone to support all activities and activities.
4. Travel time. Travel time is the time it takes to cover a certain distance.

5. Health and work balance. Maintaining health and work balance for an individual is something that is important and must be considered in order to obtain maximum work results.
6. High creativity and productivity. Creativity is needed to always provide ideas in solving problems.
7. Separating homework and work and self-pressure.

There are several advantages in implementing work from home for companies and workers. Here's the discussion:

a. The company's operating costs have decreased
   The advantage of implementing the first work from home is that the company's operating costs have decreased. Companies do not need to provide workers with computers, workplaces, internet, electricity and lunches. This can increase the coffers of income for companies that implement work from home.
b. More flexible
   At work, online work from home is more flexible, especially when you are tired of working. You can move from the work desk to the living room, terrace, garden, room or other room in the house that is comfortable for working. In addition to being flexible about the workplace, in terms of working from home time, it can also be adjusted flexibly. The most important thing is that when working from home, employees can be responsible for their work.
c. Productivity increases
   Statistics from the website emailanalytics.com explain that 77% of workers who are carried at home have increased productivity. This happens because the level of work stress decreases so that work productivity increases. Some things that can cause stress such as traffic jams on the road, piling up work, problems with coworkers and other problems that are often encountered at the office cause a lack of morale.
d. Job satisfaction increases
   Decreasing stress levels make job satisfaction increase. When you are able to complete work better and faster, of course this will increase job satisfaction so that employees become loyal to the company.
e. Work life balance increases
   Work life balance is a balance between work and daily life. By working from home you can be closer to your family and the surrounding environment so that your life balance is fulfilled. The balance between work and life can be achieved when they have good work productivity so they can allocate time according to their respective portions. For office workers in the capital city, it seems that getting a work life balance is rather difficult because they are often hit by traffic jams so that time often runs out on the road.
f. Get closer to the family
   Directly working from home will make you closer to your family, especially for those of you who have small children who need attention from your parents.

Behind the many advantages of working from home, there are a number of drawbacks that need to be watched out for when implementing work at home. Here's the discussion:

a. Monitoring workers is difficult
   To monitor workers while doing work from home is more difficult than working in an office directly. If your company already has a good system for monitoring every worker and is not too rigid in terms of regulations, then this is not a big problem.
b. Work motivation can be lost
   Work motivation can be lost because the atmosphere is very different from working in the office. Moreover, there are more temptations at home and there is no supervision

from direct superiors, thus making work motivation disappear over time. One of the signs is the work that is always late from the predetermined deadlines.

c. Many work interruptions

Not every job done from home can run smoothly. There are so many disturbances, especially from children and families, not to mention the people around them who think they are only at home unemployed, even though they are actually working remotely. For that you need to let everyone know that you are working from home.

d. Frequent miscommunication

Communication is the biggest challenge when doing work from home. For that you must always be online and easy to contact, so that when there is a discussion or coordination, you don't miss any information. The frequency of communication must also be done as often as possible to keep communication between the teams running well and there is no miscommunication.

e. Data security issues

Security is an issue that needs to be considered when working from home. Important job data is not recommended to be sent using normal networks. For more security protection you need to use a secure service with VPN. VPN allows you to create a secure channel on a public network, so that no one can access it except only the sender and receiver.

f. The cost of operating the house increases

All operational costs work automatically move everything when you work from home. Starting from electricity, internet and food which were previously the responsibility of the office. For that you can coordinate with the office regarding work from home operational costs because this is the responsibility of the office.

g. Not all work can be done from home

The last disadvantage of work from home is that not all work can be done from home. Before deciding to do work from home, make sure you think carefully about the advantages and disadvantages.

2.2 Work performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his function in accordance with the responsibilities assigned to him. Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance that have been mutually agreed upon (Rivai and Basri, 2005: 50).

Meanwhile, Mathis and Jackson (2006: 65) state that performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

The main purpose of performance measurement is to motivate employees to achieve organizational goals and to adhere to predetermined standards of behavior to achieve desired outcomes and measures.

Performance measurement can be used to suppress inappropriate and stimulating behavior and implement desired behavior through timely feedback on results and performance rewards, both intrinsically and extrinsically. The benefits of measuring employee performance are:

1. Manage organizational processes effectively and efficiently with maximum employee motivation.

2. Support for employee-related decisions such as promotions, transfers and layoffs.
3. Identify employee training and development needs and establish selection and assessment criteria for employee training programs.
4. Provide feedback to employees on how their supervisor rated them.
5. Provide a basis for distributing gifts or awards.

Factors Affecting Performance

a. Effectiveness and efficiency

When a certain goal can finally be achieved, we may say that the activity is effective, but if the consequences are not sought, the activity assesses the importance of the results achieved so as to result in satisfaction even though it is effective it is called inefficient. On the other hand, if the results sought are not important or trivial, then the activity is efficient (Prawirosentono, 1999: 27).

b. Authority (authority)

Authority according to the nature of a communication or order in a formal organization that is owned by a member of the organization to other members to carry out a work activity in accordance with its contribution (Prawirosentono, 1999: 27). The order says what to do and what not to do in the organization.

c. Discipline

Discipline is obedience to applicable laws and regulations (Prawirosentono, 1999: 27). So, employee discipline is the activity of the employee concerned in respecting the work agreement with the organization where he works.

d. Initiative

Initiative, which is related to the power of thought and creativity in forming ideas to plan something related to organizational goals

Employee Performance Characteristics

The characteristics of people who have high performance are as follows (Mangkunegara, 2002: 68):

1. Having high personal responsibility.

2. Dare to take and bear the risks faced.

3. Have realistic goals.

4. Have a comprehensive work plan and strive to realize its goals.

5. Make use of concrete feedback in all work activities that they do.

6. Looking for opportunities to realize the plans that have been programmed.

Employee Performance Indicators

There are six indicators to measure individual employee performance, namely (Robbins, 2006: 260):

a. Quality. Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.
b. Quantity. Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
c. Punctuality of time. Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
d. Effectiveness. Is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the results of each unit in the use of resources.
e. Independence. This is the level of an employee who will be able to carry out his work function. Work commitment. It is a level where employees have a work commitment to the agency and employee responsibilities to the office.

3. RESEARCH METHODS

The research method used in this research is qualitative research methods, in which qualitative research is a type of research whose findings are not obtained through statistical procedures or other forms of calculation and tries to understand and interpret the meaning of an event of human behavior interaction in certain situations according to the researcher's own perspective. .

Qualitative research is descriptive research and tends to use analysis. Process and meaning (subject perspective) are emphasized more in qualitative research. The theoretical basis is used as a guide so that the focus of the research is in accordance with the facts in the field. Data obtained through interviews conducted by several employees at the Medan City Education Office.

4. RESULTS AND DISCUSSION

Based on the results of the research, while researchers did an apprenticeship at the Medan City Education Office, there were difficulties experienced by the staff of the Education Office when running the WFH (Work From Home) work system, namely the lack of adequate facilities to support the work of tasks from home such as an internet connection that was not smooth until there some files are left at the work location so that it hinders the process of carrying out existing tasks. However, employees of the Education Office are still trying to improve performance during the implementation of the WFH (Work From Home) work system in various ways such as always disciplining themselves and always communicating with colleagues who are not WFH so as not to miss work-related information. The application of the WFH (Work Form Home) work system is less effective in improving the performance of the Medan City Education Office employees considering the many difficulties experienced by education office employees who do have to work from home. However, the application of the WFH work system is very effective in suppressing the prevention of the growth of Covid 19 in the Medan City Education Office.

Based on the results of research that has been conducted through the interview method by several ASN employees at the Medan City Education Office. To date, the application of the WFH (Work Form Home) work system has been running for about one year. Where the WFH work system is implemented in a way that some ASN employees in the Medan City Education Office work directly while still implementing existing health protocols such as wearing masks and always keeping their distance. Whereas for employees who have a WFH schedule, they do not work in an agency but they do their work at home starting from arrival online attendance to return online attendance.

Employees in the education office who get a WFH work schedule do attendance through the E-Presence application while still adjusting to the applicable working hours, it's just that the difference lies in the location listed in the E-Presence application. Employees whose WFH location attendance is carried out in their respective homes while employees who are not WFH do attendance at work locations.

Regarding information acquisition, employees who get WFH schedules get their work information from online media such as WhatsApp group, via mail or via SMS so that they can still find out and do their assignments even though they have to work from home.

However, while running the WFH work system, there are several employees at the Medan City Education Office who experience difficulties such as the large number of data or files that are still stored on the office computer so that employees cannot carry out these tasks at home, lack of adequate facilities to carry out tasks. - Existing tasks such as wifi, quota, weak networks and others.

Efforts to improve employee performance during the implementation of the WFH work system are carried out by employees of the Medan city education office, namely by preparing the best possible files that will be brought or done at home to pursue existing

targets, do assignments in accordance with existing procedures and rules , communicate with each other and share important information with fellow colleagues.

In doing a job, discipline is needed, as well as for employees who get a WFH schedule. Based on the results of the interview, the education office employees took several ways to discipline themselves while they were WFH, namely making attendance on time both when they came and went home, completing work that was brought home while still following the existing procedures. Morale for work is of course also needed in a company / agency in order to create a comfortable working atmosphere. At the Medan City Education Office, employees motivate themselves to remain enthusiastic when WFH with more assessments from the leadership, keeping the body fit so that they can be enthusiastic and focus on working, discussing and exchanging ideas with other colleagues.

Based on existing data, the implementation of the WFH system in the Medan City Education Office is less effective due to several deficiencies that make the performance of employees at the Education Office less efficient, such as differences in the facilities used by employees when working directly in offices with complete facilities and lack of adequate facilities. used by employees so that it hindered the work of ASN tasks, the delay in information obtained by some employees.

5. CONCLUSSION

This study aims to analyze the effectiveness of the application of the WFH (Work From Home) work system. Work from home (WFH) in this study is an independent or unbound variable, while the performance in this study is the dependent or dependent variable. Based on this, it can be concluded that work from home (WFH) or working at home is less effective in improving employee performance in the Education Office.

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