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## **PANDEMIC CORONA; CHANGES IN BUREAUCRATIC APPLYING WORK FROM HOME**

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### ***Abstract***

*The spread of the Corona Virus or Covid-19 Virus is a global pandemic affecting all countries, including Indonesia. To erode the spread of the corona virus, efforts are being made to limit the crowd, always wash hands and live cleanly, as well as social distance. For this reason, all sectors of activity need to make changes. One fundamental change is the adoption of Work from Home (WFH) for bureaucratic apparatus. WFH is a concept of work change that was originally done in the office turned into a remote work pattern using IT applications. Through Lewin's model, change management in the application of WFH is observed. Through documentary studies and surveys, the change management can be elaborated to find out how WFH is applied, the constraints and responses of the apparatus in working in a pandemic.*

**Keywords:** *Corona virus; change; Work from Home (WFH); change management.*

### **INTRODUCTION**

Disasters are events or series of events that threaten and disrupt people's lives and livelihoods caused, both by natural factors and or non-natural factors as well as human factors, resulting in human casualties, environmental damage and so on. Disasters, both natural and non-natural, are part of force majeure events which, although predictable, cannot be avoided.

The spread of Corona is a non-natural disaster that has been nationally established in Indonesia based on Presidential Decree No. 12 of 2020 concerning Non-Natural Disaster Determination of the Corruption Virus Disease 2019 (Covid-19) as a National Disaster. The WHO website last update on 2 July 2020 said 216 countries had contracted Corona virus. The confirmed cases are 10.53 million with 512,842 dead. According to WHO, to prevent corona transmission, face-to-face contact is limited and distance between individuals must be maintained, as well as always washing hands. Based on the medical study, a number of policy makers ranging from the President, regional heads, to the minister tried to harmonize the performance of government in accordance with existing conditions. One of the most popular policies to change bureaucratic working

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hours. Not only reducing the number of hours worked, but all apparatus in Indonesia strived to Work From Home (WFH). This policy was issued to encourage social distance and reduce the spread of corona. On the other hand the function of the bureaucracy is also still running.

Some local governments have taken a stand that is quickly anticipating the spread of corona. DKI Jakarta Province, West Java Province and Central Java Provincial Governments are leaders in the speed of decision making regarding the distribution of corona. The Governor of Central Java as the regional leader took a decision quickly to change management patterns in Central Java (Wismabrata, 2020). WFH has also been carried out in Central Java.

Leaders are an important factor in presenting change management (Jaluanto et al). Especially in the face of disaster, change is definitely needed. Change management is a process, tool, and technique for managing people through a process of change to improve discipline, so that the goals of the institution can be achieved (Arifin, 2017). However, changes often fail because of the rejection or unpreparedness of the changes implemented (Buick et all, 2017).

This pandemic is a new thing and disaster experienced by humans. Not many studies related to Covid 19 have been published in scientific journals. Corona pandemic research at the bureaucratic level is also lacking. Therefore, researchers consider the process of change and the impact of the implementation of WFH very interesting to be investigated, thus the research implications can be used to take further policies and become an example for other regions in dealing with disasters.

## **METHOD**

Change is inevitable for the survival of the organization (Dutta et all, 2015). Absolute change management is applied by an organization to answer challenges, find solutions to problems that arise or to move forward to achieve the vision, one of which is the corona pandemic.

Lewin's model is a basic model of change management that is easily observed. Lewin's model consists of 3 stages, namely unfreeze, change stage and refreeze (Schein, 2016). At the change stage, changes have been made and it can be observed the extent of the impact of the changes so that they can be adopted and towards the refreeze stage (Rolland, 2018).

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To clarify the process of change and its impact, the Chang model is the best alternative. The Chang model is applied to see the effectiveness of change, which includes 6 (six) steps, namely 1) the need for change, 2) measuring the results of changes based on results and impacts, 3) the change plan from the leader, 4) the implementation of the plan, 5) the stability of the changes occurs based on communication with supporters, 6) evaluation and monitoring of changes and innovations (Chang, 1994). However, the structure of Chang model is basically not neatly arranged. This can be seen from step 2 to measure the results of the changes that actually first appeared compared to step 3 about the change plan.

This study uses the basic concepts of Lewin's change management model, especially at the stage of change described by the Chang model as an effort to see the impact of changes that occur. The factors used are the unfreeze stage which includes the need for change and plans for leadership change, the change phase includes the implementation of the plan, the results of changes based on results and impacts, the stability of the change, while the refreeze concept is seen from the evaluation and monitoring that determines adaptation patterns.

For this reason, the design of this study is exploratory using qualitative methods (Aprilatama et al, 2015). The research approach is pragmatic to build theory based on library research studies or documentary (Jaluanto et al) combined with open surveys to determine support for changes and obstacles that arise.

## **RESULT**

Corona pandemic brought a change in bureaucratic work hours to work at home or WFH. The WFH policy has been implemented since the issuance of the Minister of Administrative Reform and Bureaucratic Reform No. 19 of 2020 concerning Adjustment of the Work System of State Civil Apparatuses in Preventing the Spread of COVID-19 in Government Agencies on March 16, 2020. WFH needs are prepared in order to prevent the spread of the virus corona without closing public services. Especially for health services do not implement WFH.

The WFH implementation plan is a shift work arrangement. In Central Java the plan was also spelled out with the Central Java Governor Circular and Regional Secretary related to the Technical Guidelines for the Work System of the State Apparatus in the framework of Combating Corona Virus Spread. The plan formulate echelon I and II

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officials continue to work in the office, while for other apparatuses a minimum of 30% was set in the office according to Circular Letter Number 965/932 dated March 17, 2020. The rest must implement WFH. The pattern of coordination, work procedures, and public services wherever possible uses existing technology, so that it can still be implemented with an online system or at home.

Based on the results of an open survey distributed via an online form, 97.1% of respondents agreed to work with the WFH system, while the rest or 2.9% just considered it normal. The reason for those who agree is that WFH is the right step to avoid contact and crowds so that it can break the chain of the spread of Covid-19.

In the change stage, the implementation of the plan does not always run according to the formulation. Apparatus that must be WFH apparently does not have to be at home. Only one of the survey forms collected over the past 2 months mentioned the disapproval of the WFH pattern that turned out to still have to work in an office.

The results of the survey with open questions stated that there were various obstacles in the implementation of WFH. The biggest obstacle experienced by workers is to recognize less than optimal coordination and search for data and work files that are still a lot in the office. The complete results are listed in the chart.

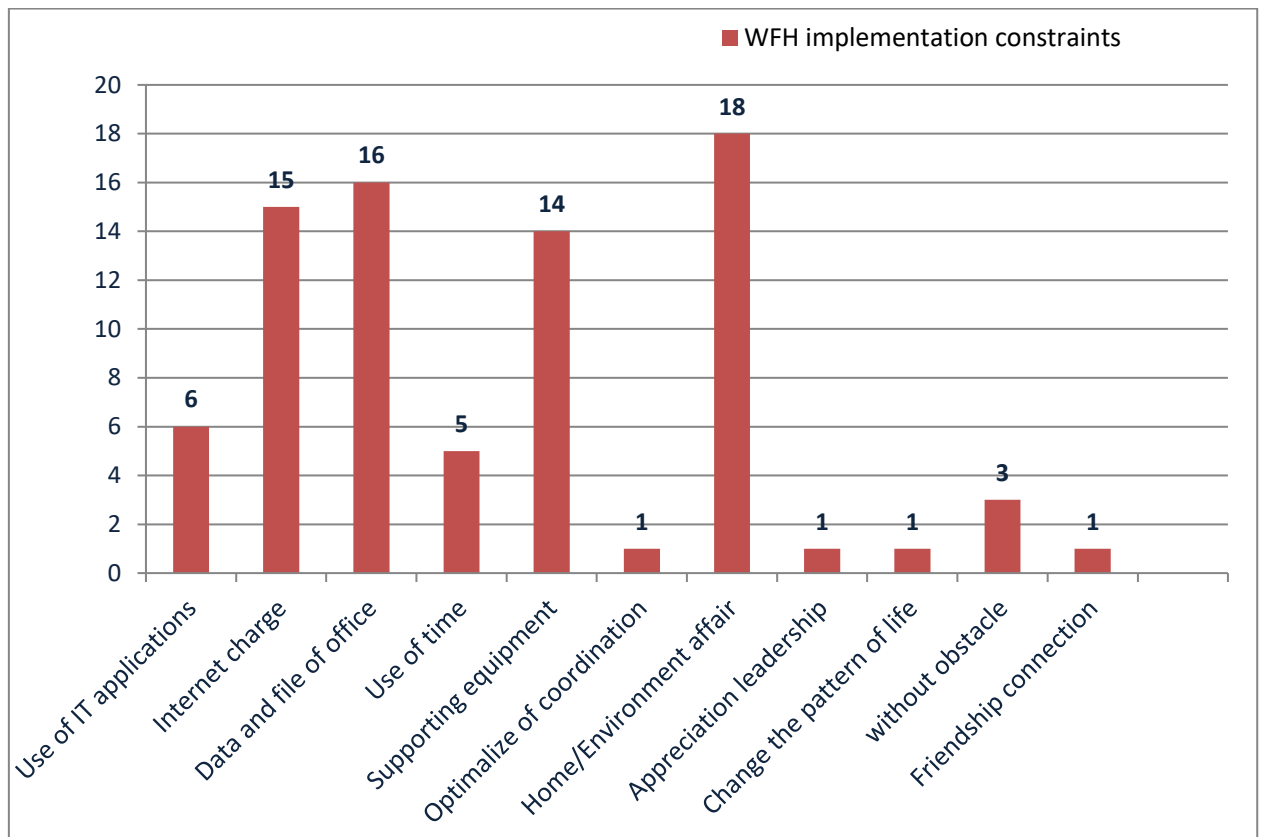


Chart 1 WFH Implementation Constratints

Performance outcomes in the pandemic period are certainly different. According to the survey results, only 17% of respondents said that WFH based on the use of IT-based work patterns could replace all work in the office. Most of them actually think that WFH only replaces part of the office work. Some others argue that there is still routine work that must be carried out manually or direct physical visits to the location. The work cannot be replaced online or using the WFH pattern.

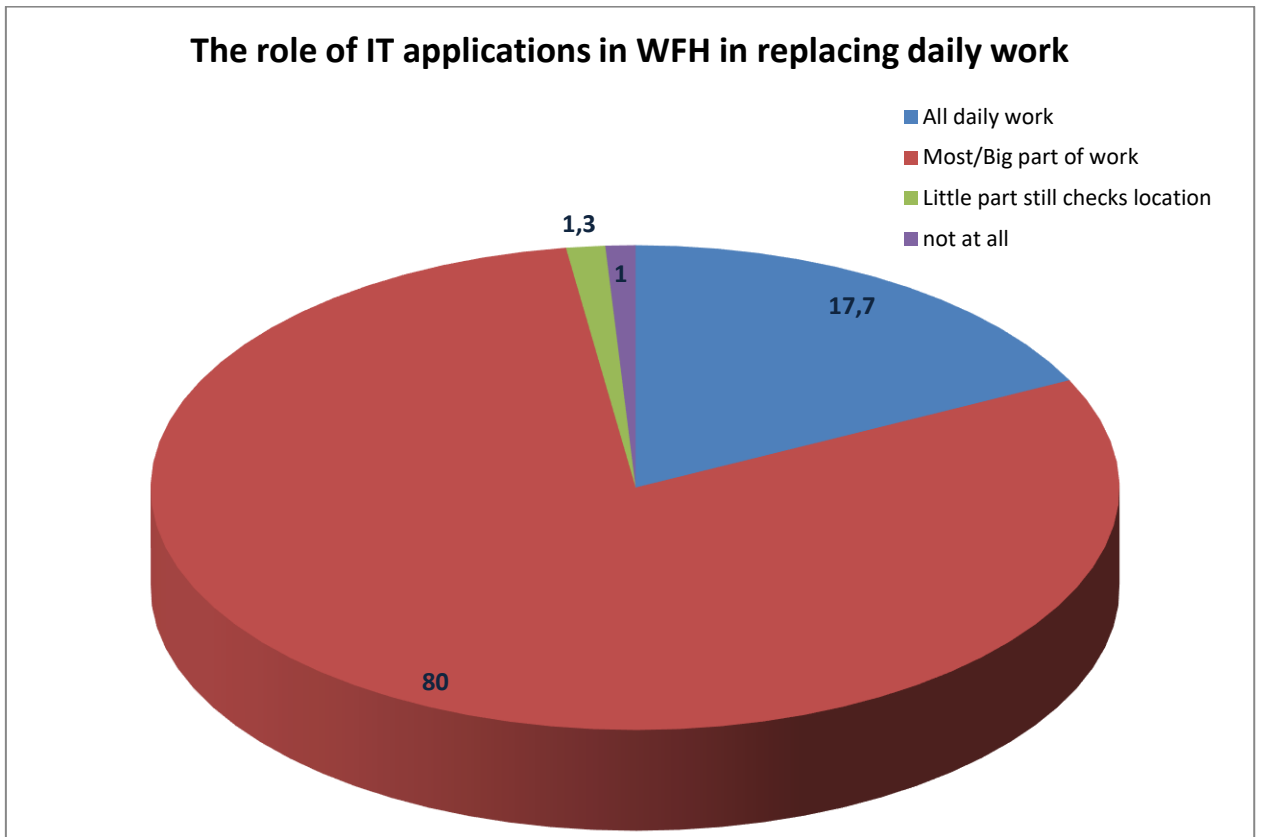


Chart 2. The Role of IT application in WFH

Budget reallocation is also used for the purposes of overcoming corona pandemics. To support patient financing, PPE purchases, rapid test and swap tests as well as hospital capacity building, social assistance to affected communities, changes in the regional income and expenditure budget are made. The shift in the budget starts from cutting off

funds that still exist in various regional apparatus organizations to be prioritized in the handling of Covid-19.

Based on the survey, as many as 80% of workers more agree to apply the entry in rotation, or apply WFH in part during the pandemic. While, 11.4% agreed that all offices were carried out entirely by WFH.

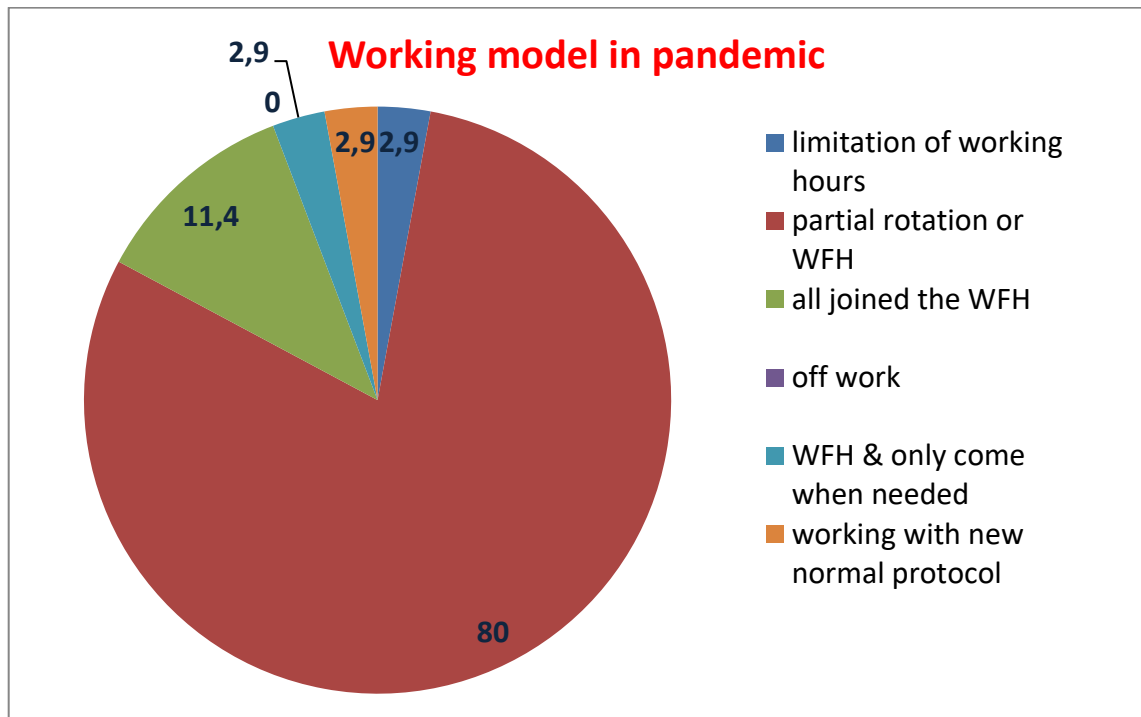


Chart 3 Working Model in Pandemic, Officer Choice

## DISCUSS

At the Unfreeze stage in change management, the WFH formulation is already based on a study and legal basis. The central government and regional governments have issued rules and basis for implementing WFH in their area. Thus, WFH is absolutely enforced, as a formulation of changes in work systems during the pandemic.

In the change stage, the implementation of the plan does not always go according to the formulation. Apparatus that must be WFH apparently does not have to be at home. Constraints that arise that work at home requires adequate work equipment readiness, ranging from laptops, printers to other supporting devices including data files and documents. Therefore, there are still many apparatuses whose prefer and continue to work

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in the office, compared to WFH. Not to mention the line of organizations or units that have few staff, very overwhelmed to regulate shifting work patterns.

However disasters have an impact, so the achievement of targets is not the same as normal conditions. This has been realized so that several rules have been issued to rearrange budget plans and work plans. This shows that the work outcome of the initial target will not be achieved. The budget is very influential on government performance.

The outcomes that arise from WFH are certainly not as good as when working in an office. In addition to infrastructure reasons that are not the same between offices and at home, the impact that arises is precisely the needs and hours of work that cannot be regulated. When WFH, working hours can exceed office hours and hours of work cannot be controlled. As a result of incompatible devices, mainly due to pulses and data quota for limited internet access makes work run long, unlike in the office. Another follow-up effect is the soaring cost of living at home, ranging from the cost of internet access, electricity tariffs, to other supporters.

Whereas, an apparatus can't start working on time, they can work during the day, without a supervisor to supervise. That is, manipulative work processes have the potential to occur. In terms of quality, online services will not run optimally. Especially for most people in Central Java, face-to-face or interpersonal communication is still the most important thing because of tradition (Wibowo, 2019).

WFH's work pattern continues to be extended, because the spread of Covid-19 cannot be suppressed yet. The Covid-19 handling task force even set a corona emergency until 29 May 2020 according to the Decree of the National Disaster Management Agency. Henceforth the President has decided to apply the new normal for certain regions, while for areas that are included in the red zone or the level of the spread of Covid-19 are still high restrictions remain in force. For Central Java, where after May 2020 there was a significant increase in Covid-19 patients, restrictions were still imposed and new normal was still being studied. So the WFH pattern will continue to apply and of course the work pattern will still be shifting.

WFH will be applied for some workers. If WFH is fully available, no workers will enter the office, while some public works or services demand a face-to-face meeting. Thus the choice of choosing WFH is entirely impossible to implement because it will interfere with the performance of public services.



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As of this writing, the WFH evaluation and monitoring process has not been carried out intensively. The rule had written that every leader must control and evaluate the staff performance during in WFH. However, the methods and patterns of supervision and monitoring carried out have not yet been determined. One of the things was done is the coordination between leaders and staff to carry out their tasks. Communication between workers continues and most use cellular telephones and Whatsap groups. The results of tasks such as reports, documents, permits or other official letters sent via WhatsApp or email. These results form the basis of an evaluation of the WFH's evidence and work. However, there are still many other results that cannot and have not been well documented.

## **CLOSING**

### **Conclusion**

The implementation of WFH is implemented in accordance with the stated objectives and formulations. Change management with the implementation of WFH has been running but the resulting outcome has not been in line with expectations, because the evaluation and monitoring has not been carried out with an optimal mechanism. While the impact of changes that arise is the expenditure of each apparatus tends to increase for WFH supporting costs, starting from the cost of internet access, electricity payments and other supporters.

### **Sugestion**

The implementation of WFH can become a new work paradigm in the bureaucracy. The government needs to encourage increased provision of telecommunications infrastructure, employee skills and internet costs as key to the success of WFH.

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