

Implementasi Kebijakan Flexi Work di Pusbindiklatren Bappenas pada Masa Pandemi COVID-19 = Policy Implementation of Flexi Work in Pusbindiklatren Bappenas During the COVID-19 Pandemic

Moudy Letifa Azizah, author

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Abstrak

Kementerian PPN/Bappenas dijadikan sebagai instansi pertama dan percontohan untuk instansi pemerintah lainnya dalam implementasi flexi work. Implementasi flexi work dianggap dapat menunjang produktivitas dan kinerja para ASN di Pusbindiklatren Bappenas sebagai pembina perencana. Datangnya pandemi COVID-19 menjadi stimulus transformasi cara kerja ke arah digital, namun juga menyebabkan fenomena VUCA (Volatility, Uncertainty, Complexity, Ambiguity). Penelitian ini bertujuan untuk mengetahui implementasi kebijakan flexi work di Pusbindiklatren Bappenas pada masa pandemi COVID-19.

Pendekatan penelitian yang digunakan adalah post-positivist. Teknik pengumpulan data yang digunakan adalah teknik analisis data kualitatif melalui wawancara mendalam dan studi pustaka. Teori yang digunakan dalam penelitian ini adalah teori implementasi kebijakan Edward III. Hasil dari penelitian ini menunjukkan bahwa implementasi kebijakan flexi work di Pusbindiklatren Bappenas pada masa pandemi COVID-19 terbilang cukup berhasil, dilihat berdasarkan dari empat dimensi yang diteliti. Hanya ditemui beberapa masalah di dimensi sumber daya dan disposisi. Hal yang menjadi permasalahan adalah beberapa kerugian yang dirasakan ASN selama implementasi flexi work seperti cenderung overtime, peningkatan tingkat stres akibat isolasi, dan kurang fokus dalam bekerja, serta peserta diklat yang menghadapi kesulitan dalam keahlian penggunaan teknologi. Oleh karena itu, diperlukan penegasan peraturan yang sudah berlaku serta komitmen dari atasan/pimpinan. Serta dilanjutkannya konsep flexi work secara seimbang antara kantor dan rumah.

.....Ministry of National Development Planning (Bappenas) was made as the first institution that implements flexi work and served as model for other institutions. The implementation of flexi work is considered to be able to support the productivity and performance of ASN at the Bappenas Pusbindiklatren as supervisor for planners. The arrival of the COVID-19 pandemic became a stimulus for the transformation towards the digital way of work, but also caused the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) phenomenon. This study aims to determine the implementation of the flexi work policy at Pusbindiklatren Bappenas during the COVID-19 pandemic. The research approach used is post-positivist. The data collection technique used is a qualitative method through in-depth interviews and literature study. The theory used in this research is Edward III's policy implementation theory. The results of this study indicate that the implementation of the flexi work policy at Pusbindiklatren Bappenas during the COVID-19 pandemic was quite successful, judging from the four dimensions studied. Some problems are encountered in the dimensions of resources and dispositions. The problem is some of the disadvantages that ASN had during the implementation of flexi work such as: overtime tendency, increased stress levels due to isolation, and lack of focus on work, as well as training participants who face difficulties in using technologies. Therefore, it is necessary to affirm the existing regulations and commitment from superiors/leaders. As well as continuing the concept of flexi work in a balanced way between office and home.

