

Research article

Implementation of Work from Home Policy at PT. Masaji Tatanan Kontainer Indonesia

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Abstract.

Policy implementation is the process of putting government regulations into effect. The Government issued a policy regarding working from home (WFH) in response to the Covid-19 pandemic. The goal of this study was to describe how the Surabaya Mayor's Regulation Number 16 of 2020 Regarding Guidelines for Large-Scale Social Restrictions in Handling Corona Virus Disease 2019 were implemented in the city of Surabaya. This article used a qualitative approach and descriptive research methods. George Edward III's theory, which includes indicators such as communication, resources, disposition, and bureaucratic structure, was the focus of this investigation. Primary and secondary data sources were used to inform the analysis of the WFH policies. The findings of this study revealed that policy communication had dimensions of uneven transmissions due to the division head's inability to provide details related to the WFH schedule. Also, policy implementers had a lack of understanding of the unclear information. Other challenges included appropriate resources for providing facilities and infrastructure; implementing dispositions in the appointment of a Covid-19 Task Force; providing incentives in the form of subsidies for credit, UHT milk and vitamins for all employees; and changes in bureaucratic structure following WFH policy procedures such as standby on-call and filling in attendance through spreadsheets. We therefore conclude that PT. Masaji Tatanan Container Indonesia, in Greges Jaya, Surabaya needs to evaluate its communications and ensure policy implementers develop their understanding to reduce unclear information in each division of the company.

Keywords: policy implementation, work from home, Covid-19

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1. INTRODUCTION

The World Health Organization (WHO) has declared the outbreak of Corona virus disease (Covid -19) that has afflicted Indonesia since March 2020 a global pandemic. The existence of this pandemic has caused panic in our country about being infected by Covid-19. As a result of the panic, WHO has requested that countries that have been exposed to Covid-19 take immediate action to prevent the spread of Covid-19. Based on the request, the Indonesian government swiftly issued policies and regulations regarding Large-Scale Social Restrictions (PSBB) and closed public places as an effort to


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overcome and limit community activities from meeting each other to reduce the number of viruses spread (RI Government Regulation No. 21 for the year 2020).

According to data on the city of Surabaya's official website, lawancovid19.surabaya.go.id, the number of people in the city of Surabaya who has been confirmed as Covid-19 positive had increased significantly since April 2020. Based on these results, The Mayor of Surabaya, Tri Rismaharini, issued Mayoral Regulation Surabaya Number 16 of 2020, asking all people of Surabaya to apply restrictions on the process of working in the office and replace it with the process of working from home, also known as Work From Home (WFH). The regulation is used as a step to ensure that employees' duties and functions are carried out effectively and following the agency's/objectives, company's and to ensure that the Covid-19 chain of spread does not continue.

Nasution et al. (2020) in the Journal of the Effect of Working from Home (Work from Home) on the Performance of BPKP there is a positive influence on this WFH system. Employees show a positive pattern when carrying out WFH activities. In addition to providing comfort and security for employees to avoid Covid -

19, employees can also carry out their duties and can do other activities while at home. This system can also provide benefits for the company when employees are not allowed to work in the office but still carry out the tasks that have been given by the company. Thus, the goals of the company are achieved and the responsibilities of the employees are still fulfilled. In the journal Panjaitan (2020) entitled Implementation of the policy for New Normal State Civil Apparatus (ASN) in LIPI Bandung, the implementation of the policy new normal must also think about clarity related to information regarding the socialization of the policy new normal carried out by the agency to its employees, asking employee understanding about applicable policies and regulations, and provide firmness to employees regarding the duties and responsibilities they must carry out. Based on the results of the two journals, it can be concluded that there is a need for responsibility from policy implementers and that productivity can be achieved if the agency or company provides support for its employees, such as quota subsidies.

Researchers chose PT. Masaji Tatanan Kontainer Indonesia, Greges Jaya, Surabaya, or MTKI Surabaya, because it is one of the companies under the auspices of PT. Samudera Sarana Logistik. Based on the official website of Samudera.id PT. Samudera Sarana Logistik is one of the companies engaged in the Container Depot, Warehousing, and Cold Chain Logistics business, as well as the logistics business based on infrastructure. While based on the official website, samudera.id/mtki MTKI Surabaya is one of the companies engaged in the field of container depot business, by providing services for handling empty containers, maintenance, and repair, cleaning, trucking,

as well as service reefer. MTKI Surabaya also provides other services such as port camp (modified containers), selling and renting container units, container freight stations (CFS), and garment on hanger/hanging garments. MTKI is also one of the companies that implement policies from the Mayor of Surabaya regarding WFH. This company had to experience the impact of the pandemic, namely the reduction in export and import activities so that the company's income decreased. Therefore, MTKI Surabaya implements a policy to implement health protocols and implement a WFH system in the company by making a schedule for employees when they have to WFH and when they have to picket daily at the office. Based on the description above, this study aims to determine the implementation of the WFH policy at PT. Masaji Tatanan Container Indonesia, Greges Jaya, Surabaya in tackling and preventing the spread of Covid-19 in the company environment.

2. METHOD

The research used in this article is a qualitative approach. The focus of this research is the theory of policy implementation by George Edward III (in Purwanto & Sulistyastuti, 2012) which has 4 indicators including Communication, Resources, Disposition, and Bureaucratic Structure. Researchers chose Edward III's theory because it can be used as a reference by using these indicators as a form of successful policy implementation by PT. Masaji Tatanan Container Indonesia, Greges Jaya, Surabaya in tackling Covid-19. Data collection is sourced from primary data, such as conducting unstructured interviews. Researchers use a technique called purposive sampling to determine informants. Purposive sampling is a technique used by researchers to determine informants for data sources based on several considerations of certain criteria (Sugiyono, 2016). By selecting several people who feel they are knowledgeable and capable in fields related to the research's focus. Then the informants obtained the following:

1. Mr. Chairul Anam, as Depo Manager
2. Mr. E. Haryo Nugroho, as Dept. Head of Finance
3. Mrs. Hesty Triratnasari, as Human Capital (HC) in the division of Finance
4. Mrs. Lailatul Mubarakah, as an employee of the Tax division in the division of Finance

Surabaya Mayor Regulation Number 16 of 2020 Guidelines for Large-Scale Social Restrictions in Handling Corona virus Disease 2019 (Covid-19) in the City of Surabaya, Government Regulation of the Republic of Indonesia Number 21 of 2020, and Company Circulars are the secondary data. The interactive model, according to Miles and

Huberman (in Rijali, 2018), is the result of data collection through interviews with several source people; data reduction through sorting and summarizing the data to keep it in line with the research focus; data presentation through analyzing the data obtained so that it can be presented in the discussion; and drawing conclusions that are supported by the data.

3. RESULTS AND DISCUSSION

PT. Masaji Tatanan Kontainer Indonesia, Greges Jaya Surabaya is a company based on serving the needs of

individuals, organizations, or other companies when they need containers to carry out export or import activities. Export-import activities through these containers were temporarily suspended due to the Covid-19 pandemic. MTKI Surabaya performs various ways to carry out normal work processes by properly enforcing WFH policies and carrying out health protocols implemented at the office to avoid the spread of Covid-19 without reducing the production cycle and health of its employees. In this regard, PT. Masaji Tatanan Kontainer Indonesia applies the WFH system for its employees by using currently available applications and the web, such as ZOOM, Google Meet, and Google Spreadsheet. The company only needs to maximize the use of the applications and the web to support the performance and productivity of its employees so that the company's performance targets can be achieved or exceeded. With these considerations, Masli Mulia, as President Director of Samudera Indonesia, issued a circular for all leaders and employees.

Based on this policy, the company has swiftly implemented policies and regulations that have been in effect since March 16 2020, until now, intending to reduce the level of transmission of Covid-19 in 16 work environments. Based on these data, it is associated with the theory of policy implementation by George Edward III with the following indicators:

3.1. Communication

Communication in policy is those who implement the policy and know what they have to do with the policy. Transmission, Clarity, and Consistency of communication must be directed at policy implementers clearly so that they can achieve the objectives of the policy (Ramadani, 2019). Based on this explanation, there are three indicators



Figure 1: Company Circular.

according to Edward III (in Agustino, 2014), that can be used to measure the success of the communication variable. Here are some of these indicators:

3.1.1. Transmission Dimension

This dimension aims to channel good communication so that it can produce a good implementation as well (Hasibuan et al., 2016). Information related to the work of employees MTKI Surabaya is still lacking due to the uneven delivery of the WFH policy schedule, as said by Mrs. Lailatul Mubarakah, an employee of the Tax Division in the Division of Finance, the company has not been optimal in providing delivery efforts to be more effective and efficient. Providing information only through Whatsapp and

Circular regarding the WFH policy without providing details on how the WFH policy will be implemented. The provision of information only through group Whatsapp was carried out by the division head for employees. Each division only forwards information from the Depo Manager without providing clear details regarding the WFH schedule that must be carried out by employees, resulting in unclear information received by employees regarding how they should implement the policy.

Regarding employee complaints, Chairul Anam, the Depo Manager, explained that the company has made every effort to use social media such as Whatsapp or applications/web teleconference such as Zoom and Google Meet to optimize the delivery of information so that it can be conveyed and forwarded to all divisions, companies, and employees regarding WFH policies and health. Mr. Chairul Anam claimed that these obstacles could be caused by employees' differing understandings of the policy. According to this statement, the transmission dimension of communication has been implemented within the scope of the company's leadership to the division head, but there are still obstacles within the scope of the division head to employees who have not received information properly due to the division head's inability to forward information to all employees, as well as different understandings of each employee in responding to the information they get.

3.1.2. Dimensions of Clarity

Dimensions that aim to require that the information provided is clear and easy to understand, to avoid misunderstanding the views of policy implementers (Awaeh et al., 2018). Clarity of information in a policy must be transmitted clearly to explain the policy following what is desired. Depo Manager MTKI Surabaya, Chairul Anam explained that he had provided information regarding the Circular that had been issued by the President Director of Samudera Indonesia. Based on the Circular, he explained that he had forwarded the information to each division head to make a schedule for all employees to do WFH. However, information is unclear in the scope of employees due to the inability of the division head to transmit information. The unclear information is related to the WFH schedule, such as how many days they have to carry out WFH and how many days they have to perform WFO, which has not been regulated by the division head. So that employees feel the information provided is less clear and detailed.

In this regard, Mr. E. Haryo Nugroho, Dept Head Finance, explained that all division heads provide schedules related to the implementation of WFH for all employees that have been created in collaboration with other division heads is through Google Meet

following the duties, responsibilities, and adjustments of each division's interests. Later, the WFH schedule will be sent to company leadership for approval, and which it will be distributed to employees so everyone can carry out their responsibilities according to the schedule that has been distributed. So that each division head has handled the clarity of information related to the WFH schedule well.

3.1.3. Dimension of Consistency

This dimension has the aim of ensuring that the information provided is consistent and not confusing, which can confuse policy implementers and related parties (Awaeh et al., 2018). According to the informant, since the Surabaya Mayor Regulation Number 16 of 2020 and a Circular from the President Director of Samudera Indonesia, MTKI Surabaya has consistently given orders regarding WFH policies. Ms. Hesty Triratnasari, HC in the Finance division, explained that MTKI Surabaya has provided online socialization to all of its employees regarding health protocols that all employees must follow and provide an understanding of the terms and WFH system that employees must implement when they are at each other's homes through Google Meet. Some examples of systems when employees do WFH are: they have to stand by on call when needed at any time during working hours, are not allowed to travel anywhere while WFH except for urgent matters, and continue to do attendance online through the spreadsheet that has been distributed to each group of WhatsApp in each division. Attendance for employees who are carrying out WFH is valid from 08.00 AM - 04.00 PM because the attendance is counted as coming attendance and leaving attendance like employees taking attendance when doing WFO. It can be concluded that the consistency in communicating related to WFH policies has been carried out well and maintains communication between employees, division heads, and the Depo Manager. The consistency of communication carried out by the leadership is carried out well by continuing to provide socialization. This will make employees feel that the leadership of the company they occupy pays attention to their needs so that it can be assessed as one of the feedback from the leadership to employees who have implemented company policies well.

3.2. Resources

Resources have an important role in policy implementation, as clear as any applicable policy if incompetent and inadequate policy implementer resources can lead to ineffective policies (Setyawan & Srihardjono, 2016). Edward divides the role into 3 parts as follows:

3.2.1. Human Resources

The number of existing employees at MTKI Surabaya showed the company’s human resources. MTKI Surabaya employs a total of 67 people with the following details:

TABLE 1: MTKI Surabaya Employee Data.

Division	Number of Employees
Depo Manager	1
IT	2
Finance	9
Marketing	14
Operation	38
General Affairs	3

Mrs. Hesty Triratnasari explained that there has been no reduction in the number of employees during the pandemic because the company wants to ensure that the company can survive and continue to run well with the WFH policy and health protocols that must be obeyed. The company provides a policy to limit the number of employees who come to the office to 50% in implementing WFH. Mrs. Hesty also said that only 12 people were allowed in the office at a time to conduct daily pickets following the defined schedule. The WFH schedule for all employees is as follows:

TABLE 2: MTKI Surabaya’sWFH Schedule.

Division	The Weekly Schedule
Depo Manager	6days
IT	3days
Finance	3days
Marketing	2days
Operation	3-4days
General Affairs	4days

The Depo Manager worked WFH for six days and only came into the office when there were urgent matters to attend to, such as meeting with corporate partners for face-to-face meetings and signing company files. WFH is only carried out every three days in the division of IT and Finance, so the other three days are spent working with WFO. WFH was carried out for two days and WFO was only carried for four days by Division Marketing. Mr. Chairul Anam explained that because employees in the division marketing's work are directly related to customers and more complete files are stored on the computer, it is preferred for them to use computer facilities in the office to make their work easier. WFH is carried out for four days by Operation Division and General Affairs, with 2 days on WFO. With this schedule, all employees must adhere to the company's established schedule. Also as result, security guards will not allow employees who come to the office without any interest to enter the office area. Although the company does not change its employees' working hours, it operated on a normal schedule from 08.00 AM to 04.00 PM. Even though the event that an organization does not change its employees' working hours, it can still direct all its employees to be productive even when they are still undergoing WFH. This is proven by the fact that every employee who is running WFH must be on call at all times. Employees who are doing WFH are given online attendance in the form of Spreadsheets, which are distributed from 08.00 AM - 04.00 PM to ensure that employees are on standby to receive work that will be given via WhatsApp group or Email. Mrs. Hesty Triratnasari explained that employees are allowed to change the WFO schedule to WFH provided that they ask permission from the division head and provide clear reasons and that they will look for replacement employees who are prepared to take the WFO place. Budget Resources

The budget for policy implementation will have an effect because if the budget or incentives from policymakers are not available or lacking, the policy's implementation will be delayed, not optimal, or even not optimally implemented. Mrs. Hesty Triratnasari explained that MTKI Surabaya issued a budget for the company's needs of Rp. 40,000,000-Rp. 65,000,000 which was used at the beginning of the pandemic. The budget is for all employees in the need of health protocols when doing WFO, such as hand washing facilities with soap, thermogenic, masks and face shields, hand sanitizer in every corner of the room, and face id to replace fingerprint attendance. The budget also includes funding for employees to carry swab tests at the beginning of policy implementation in 2020. The company issued the budget by Surabaya Mayor Regulation No. 16 of 2020. According to Mrs. Hesty Triratnasari's explanation at the beginning of the pandemic, there was an employee who tested positive for COVID-19, but the company quickly referred the employee to isolation in the hospital, the company

provided very supportive moral support so that the employee could recover quickly and return to activities. The company also sent milk and vitamin supplies to the hospital with delivery services and fully covered the cost of treatment while the employee was in the hospital until he recovered.

All employees who have had contact with employees who have tested positive for Covid-19 are also required to take another swab test. Because the company has given employees a policy not to travel anywhere except with the company's permission or for company needs after the swab test, the company will not cover the cost of the swab employee's because the company has given employees a policy not to travel anywhere except with the company's permission or for company needs. Because employees must continue to perform WFH, the company will not carry out swab tests simultaneously in 2021 as it did in 2020. So, the company only recommends that employees conduct swabs through laboratories or health facilities close to their residence by attaching a claim letter that can later be submitted to the company and employees will get a refund. It can be concluded that the budget on policy implementation aims to make it easy for all employees to implement the company's policies and to ensure that the policy objectives of Covid-19 in the prevention and control of Covid-19 can be carried out optimally.

3.2.2. Facility and Equipment Resources

Facilities and equipment used to support the operation of a policy can be in the form of buildings, land, tools, and facilities that aim to facilitate the implementation of policies (Widodo in Ratri, 2014). MTKI Surabaya has provided adequate facilities to all of its employees, both when their employees do WFH and WFO. The facilities provided by the company when employees are in the office are as follows:

- a. Before entering the office, provide a place to wash hands and soap.
- b. Thermogun to check the temperature of each employee before entering the office.
- c. Provision of hand sanitizer in every corner of the room.
- d. Masks and face shields are readily accessible.
- e. Employees no longer need to use fingerprints to take attendance if they use the face id feature.

Employees' performance can be maximized, corporate policies and company targets can be achieved, due to

the facilities that have been provided to employees. Adequate facilities will have a positive impact on policy implementers because they will feel that the leadership is

meeting their needs in implementing company policies so that they will not experience difficulties in implementing existing policies.

3.3. Disposition

Disposition has qualifications in implementing the policy of selecting people who have a high dedication to the policies that have been set (Subekti et al., 2017). Disposition is divided into two categories:

3.3.1. The Appointment of Implementer

The appointment of the policy's implementer must have the appropriate competence to be in line with the company's objectives in the appointment of the policy's implementer. According to Mr. Chairul Anam, the company appointed a Task Force consisting of several employees who were directly selected by the company leadership to be registered with the main company Samudera Indonesia in Jakarta, and Samudera Indonesia will issue a Decree designating the employees as the Covid-19 Task Force in their respective offices. At MTKI Surabaya, 9 employees have been appointed as members of the Covid-19 Task Force. They are responsible for the recording of all employees' swab tests, continue to update the latest conditions when there are employees who feel unwell, and providing reports to company leaders when employees indicate positive Covid-19. This is to keep a conducive working environment, to be aware of current conditions for each employee, and to realize K3 (Occupational Safety and Health) in the work environment, as regulated in Article 87 of the Manpower Law Number 13 of 2003. Incentive

Mrs. Hesty Triratnasari explained that during the pandemic, employees were given monthly incentives of Rp. 10,000,000 in the form of UHT milk, vitamin C, and vitamin E, which were given to all employees when they were doing WFO to be consumed that day and taken home during six days they work either WFH or WFO. Also, all employees receive a credit subsidy of Rp. 50,000 per month, which can be used to purchase data packages for WFH. Employees are also given rewards for overtime pay. Employees who work overtime are usually counted from the last hour they usually work till they do a face id or attendance as a sign they have gone home or finished their work, to every hour being Rp. 100,000.

3.4. Bureaucratic Structure

The efficiency of a policy's implementation is affected by the bureaucratic structure. The bureaucratic structure includes aspects that can support the implementation of policies. The bureaucratic structure includes:

3.4.1. Standard Operating Procedures (SOP)

SOPs serve as explanations of regulations for policy implementers, allowing the work produced to be controlled and under the policies' targets. According to Mr. Chairul Anam, the WFH policy was implemented based on the Surabaya Mayor Regulation Number 16 of 2020 and the SE from the President Director of Samudera Indonesia. MTKI Surabaya decided to implement the WFH policy based on these laws and policies. The system for implementing the WFH policy at PT MTKI is as follows: first, the schedules of employees in each division are divided; second, every employee who carries out the WFH schedule is required to take attendance using the Spreadsheet that has been distributed in the WhatsApp group; third, every employee is required to stand by on call at any time during working hours; fourth, work will be divided into groups or emails to make it easier for employees to implement WFH policies.

Employees must also follow a procedure when they are unable to do WFO and require permission to perform office work. They must contact the division's head and explain why they are unable to do office work that day. When an employee is sick and has a doctor's letter that can be included in the report to the division head, the division head will permit the employee to not do office work. The company does not want to force its employees to work when they become unwell because it could reduce their performance and have a bad impact on their health. Employees who become unwell when performing WFH and want to do a swab test could do that if employees attach a claim letter that has been circulated by the company, which includes the results of the swab and proof of receipt for the amount of payment. They send these requirements to the head of the division, who will then forward them on to the company's CEO. If the company receives the attachment, it can return the employee the funds spent on a swab test.

3.4.2. Fragmentation

The company, as the main actor in a policy, has the authority to create policies that benefit the company itself. MTKI Surabaya has the authority to create policies that must be obeyed by all of its employees, but it cannot be separated from the authority of employees when these policies aren't being implemented, and the company must provide solutions to solve these obstacles. The MTKI Surabaya has the authority to ensure that all employees are committed to WFH policies and existing health protocols, preventing the spread of Covid-19 at work and making the work environment safer. Mr. E. Haryo Nugroho explained that he wanted to ensure that all of his employees were healthy and able to work according to company policies so that the company's performance targets could be achieved without being hampered by Covid-19. Employees have the authority to ask for assistance from company leaders to facilitate them properly implement WFH and WFO policies, provide a sense of security and comfort in the workplace, and when they experience obstacles in carrying out their duties so that they can provide a solution quickly. Regarding the constraints stated by the employee, Mr. E. Haryo Nugroho explained that the division head and other leaders were very open and wise in accepting complaints from employees, whether they were obstacles faced while performing WFH or WFO, and that the leadership would accept and provide the best solution to deal with these obstacles so that other obstacles would be minimized.

Based on the information provided by the informants, it can be concluded that MTKI Surabaya's division of authority to every employee in the company has been properly carried out. It is clear from the structured delegation of authority based on Indonesian Government Regulation Number 21 of 2020 and Surabaya Mayor Regulation Number 16 of 2020 so that the President Director of Samudera Indonesia issues a Circular for all leaders and employees to comply with regulations and policies in preventing the Covid19 pandemic from spreading in the work environment. The MTKI Surabaya Depo Manager, for example, authorizes each division head to make a WFH schedule, ensuring that employees are protected from Covid-19 while still achieving the company's performance targets. So that the division head's and all employees' abuse of authority and responsibility is reduced by an equitable distribution of authority.

4. CONCLUSION

Based on the research results of WFH Policy Implementation at PT. Masaji Tatanan Kontainer Indonesia,

Greges Jaya, Surabaya, it was concluded that the implementation of the WFH MTKI Surabaya policy had been carried out properly based on the Surabaya Mayor's Regulation Number 16 of 2020. The company was able to realize the policy well to meet the company's targets in preventing and handling the Covid-19 pandemic. The WFH policy is carried by MTKI Surabaya, as evidenced by George Edward III's theory of policy implementation, which included the following indicators:

1. Communication

The communication in the implementation of the WFH policy is quite good, but there are still obstacles in

transmitting information from the division head to employees, which is still not detailed, going to result in unclear information, but the leadership's efforts to provide socialization and understanding to employees by maximizing the use of applications and the web ZOOM and Google Meet to provide clarity of information has been carried out so that communication between superiors and employees is considered good.

2. Resources

Sufficient human resources, budgetary resources are provided to maximize the implementation of policies

and facilities/equipment resources that are following the health protocol in Surabaya Mayor Regulation Number

16 of 2020.

3. Disposition

Appointment of a Covid-19 Task Force with adjusted tasks, and also providing incentives to employees in

the form of UHT milk, vitamins, and credit subsidies to support the implementation of the WFH policy.

4. Bureaucratic Structure

There is a standard operating procedure (SOP) that regulates how the WFH policy must be implemented by all employees, as well as the leadership's authority to ensure that all employees are healthy from Covid-19 exposure so that they can meet the company's performance targets optimally.

The implementation of the WFH policy at MTKI Surabaya went perfectly. It is also known that MTKI

Surabaya went out of its way to provide facilities and infrastructure to its employees because the company wants to maintain productivity in the face of the pandemic while also remembering the interests of its employees to stay healthy and avoid exposure to

Covid-19. Trying to deal with employees who have positive Covid-19 diseases is also one of the company's priorities. The company also does not hesitate to offer a variety of large incentives that can be used to support employee performance so that they can work effectively and the company can make its targets, even though the employees do all of their work from their homes.

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