

## INTISARI

Pandemi Covid-19 menjadikan organisasi sektor publik bertransisi dan menetapkan kebijakan *flexible working*, sebagai solusi sistem kerja pemerintahan dan pelayanan publik. Penelitian ini bertujuan untuk mengetahui pelaksanaan kebijakan *flexible working* di organisasi sektor publik, pada masa pandemi Covid-19. Penelitian dilakukan di Kementerian Komunikasi dan Informatika (Kominfo), yang menerapkan kebijakan *flexible working* bagi pegawainya. Terdapat aspek demografis yang berperan bagi pegawai, ketika melakukan *flexible working*. Penelitian ini mengidentifikasi hal-hal yang berpengaruh secara signifikan, dengan melihat hubungan antara faktor motivasional *flexible working*, faktor negatif *flexible working*, serta kualitas pribadi yang dibutuhkan saat *flexible working*, pada masing-masing kategori aspek demografis pegawai.

Penelitian ini merupakan *cross-sectional studies*, dengan metode kuantitatif. Teknik perolehan data melalui metode survei, menggunakan kuesioner *online*. Populasi penelitian meliputi seluruh pegawai Kementerian Kominfo, baik PNS maupun non-PNS. Sedangkan sampel penelitian diambil menggunakan metode *convenience sampling*.

Hasil penelitian menunjukkan faktor motivasional berupa kemungkinan bekerja secara individual, menjadi hal yang paling signifikan berpengaruh bagi pegawai dalam aspek demografis gender, pendidikan, dan masa kerja. Faktor negatif dalam pelaksanaan *flexible working*, cenderung lebih banyak dirasakan generasi lebih muda dan pegawai dengan masa kerja yang sedikit. Sedangkan kualitas pribadi yang dibutuhkan selama *flexible working*, antara lain: kemampuan bekerja secara mandiri, keterampilan manajemen waktu yang baik, literasi digital, kepemimpinan personal, ketrampilan komunikasi yang baik, dan tanggung jawab pribadi yang kuat untuk pekerjaan.

**Kata kunci:** *Flexible working*, WFH, Pandemi Covid-19, Sektor publik, Kominfo

## ABSTRACT

The Covid-19 pandemic has made public sector organizations transition and set flexible working policies, as a solution to government work systems and public services. This study aims to determine the implementation of flexible working policies in public sector organizations, during the Covid-19 pandemic. The research was conducted at the Ministry of Communications and Informatics (Kominfo), which implements a flexible working policy for its employees. There are demographic aspects that play a role for employees when doing flexible working. This study identifies things that have a significant effect, by looking at the relationship between motivational factors of flexible working, negative factors of flexible working, and personal qualities needed when flexible working, in each category of employee demographic aspects.

This research is a cross-sectional study, with quantitative methods. The technique of collecting data is through a survey method, using an online questionnaire. The research population includes all employees of the Ministry of Communication and Informatics, both civil servants and non-civil servants. While the research sample was taken using the convenience sampling method.

The results showed that the motivational factor, in the form of the possibility of working individually, was the most significant thing for employees in terms of demographic aspects of gender, education, and years of service. The negative factor in implementing flexible working tends to be more felt by the younger generation and employees with fewer years of service. Meanwhile, the personal qualities needed during flexible working include: the ability to work independently, good time management skills, digital literacy, personal leadership, good communication skills, and strong personal responsibility for work.

**Keywords:** Flexible working, WFH, Covid-19 Pandemic, Public Sector, Kominfo