

ABSTRACT

The State Civil Apparatus (ASN) is a human resource that drives the course of a government organization. ASN is given a workload in the form of duties and responsibilities to achieve the vision, mission, goals and objectives of the organization. To achieve this, each organization determines the working hours for its employees. However, when Indonesia was affected by the Covid-19 pandemic, all Government Offices were required to enforce a flexible working arrangement (FWA), namely flexible working hours such as working from home (Work From Home). FWA is certainly a new thing in government organizations. The Department of Industry and Trade in Empat Lawang Regency is a local government agency that has the responsibility to supervise and empower the community by visiting markets and locations of Small and Medium Industry (IKM) players in Empat Lawang Regency. The existence of FWA certainly has an impact on the performance of the ASN of the Department of Industry and Trade, especially related to interactions with IKM and the community in the market and location for the development of Small and Medium Industries. The purpose of this study is to find out more deeply and in detail how far the performance of the ASN of the Department of Industry and Trade in the implementation of the Flexible Working Arrangement. This study uses a qualitative descriptive method using the Nvivo application. The data used in this study are primary data and secondary data. Primary data are in the form of interviews and secondary data, namely documents related to performance and the implementation of working from home at the Department of Industry and Trade of Empat Lawang Regency.

The results showed that the performance of ASN at the Department of Industry and Trade of Empat Lawang Regency during the implementation of the Flexible Working Arrangement (FWA) was effective as seen from 5 research indicators, namely cooperation, work ability, use of facilities and infrastructure, time utilization and adaptation to the environment. However, the indicator of horizontal cooperation, namely cooperation with the community, during the implementation of the Flexible Working Arrangement (FWA), was reduced. This is due to limited interactions, which are usually face-to-face, and see firsthand conditions in the field, because working from home in collaboration with the community is done virtually (online). In addition, the implementation of FWA at the Department of Industry and Trade has an impact, namely from the social dimension of the lack of visits to markets and locations of IKM players, viewed from the technological dimension, ASNs use technology more when working and increase knowledge related to technology, and the last is from the economic dimension, namely a reduction in staff spending.

Keywords : Flexible Working Arrangement, Performance, Covid-19 Pandemic

INTISARI

Sumber Daya Manusia yang menjalankan suatu organisasi di dalam pemerintahan adalah Aparatur Sipil Negara (ASN). ASN memiliki beban kerja diantara lain tanggung jawab dan tugas mewujudkan visi, misi, tujuan dan sasaran dari sebuah organisasi. Dalam mencapai hal tersebut, maka setiap organisasi menentukan jam kerja untuk pegawainnya. Ketika saat seluruh dunia terpapar pandemi sehingga negara Indonesia juga terkena dampak pandemi Covid-19, semua Kantor Instansi Pemerintah, diwajibkan untuk memberlakukan *flexible working arrangement* (FWA) yakni jam kerja yang fleksibel seperti bekerja dari rumah (*Work From Home*). Dinas Perindustrian dan Perdagangan di Kabupaten Empat Lawang, merupakan instansi pemerintah daerah yang memiliki tanggung jawab untuk mengawasi dan memberdayakan masyarakat dengan berkunjung ke pasar dan lokasi-lokasi pelaku Industri Kecil Menengah (IKM) di Kabupaten Empat Lawang. Adanya FWA tentu memberikan dampak terhadap kinerja ASN Dinas Perindustrian dan Perdagangan terutama terkait dengan interaksi dengan IKM dan masyarakat di pasar dan lokasi pengembangan Industri Kecil Menengah. Tujuan penelitian ini untuk mengetahui lebih dalam dan terperinci sejauh mana kinerja ASN Dinas Perindustrian dan Perdagangan dalam pemberlakuan *Flexible Working Arrangement*. Penelitian ini menggunakan metode deskriptif kualitatif dengan menggunakan aplikasi Nvivo. Data yang digunakan dalam penelitian ini data primer dan data sekunder. Data primer yaitu berupa hasil wawancara dan data sekunder yaitu dokumen yang berkaitan dengan kinerja dan pemberlakuan bekerja dari rumah di Dinas Perindustrian dan Perdagangan Kabupaten Empat Lawang.

Hasil penelitian menunjukkan bahwa kinerja ASN di Dinas Perindustrian dan Perdagangan Kabupaten Empat Lawang selama pemberlakuan *Flexible Working Arrangement* (FWA) berjalan efektif dilihat dari 5 indikator penelitian yaitu kerja sama, kemampuan kerja, penggunaan sarana dan prasarana, pemanfaatan waktu dan adaptasi dengan lingkungan. Namun indikator kerja sama secara horizontal yaitu kerja sama dengan masyarakat, selama pemberlakuan *Flexible Working Arrangement* (FWA), berkurang. Hal ini dikarenakan keterbatasan interaksi yang biasanya bertatap muka secara langsung, dan melihat langsung kondisi di lapangan, karena bekerja dari rumah kerja sama dengan masyarakat dilakukan secara virtual (*online*). Selain itu pemberlakuan FWA di Dinas Perindustrian dan Perdagangan memberikan dampak yaitu dari dimensi sosial kurangnya kunjungan ke pasar dan lokasi pelaku IKM, dilihat dari dimensi teknologi, para ASN lebih banyak menggunakan teknologi saat bekerja dan menambah pengetahuan terkait teknologi, dan yang terakhir dari dimensi ekonomi yaitu adanya pengurangan belanja pegawai.

Kata Kunci : *Flexible Working Arrangement*, Kinerja, Pandemi Covid-19