

INTISARI

Pandemi *Covid-19* mulai menunjukkan kecepatan penyebaran dan tingkat keparahan yang mengkhawatirkan pada awal tahun 2020 menjadi perhatian dunia, sehingga *World Health Organization* (WHO) membuat penilaian dan menyatakan bahwa *Covid-19* dapat dikategorikan sebagai pandemi secara global. Merespon hal tersebut, Presiden Republik Indonesia akhirnya menetapkan bencana non alam penyebaran *Covid-19* sebagai bencana nasional sejak 13 April 2020. Semua pihak dituntut menyesuaikan regulasi dan sistem yang diberlakukan pemerintah sebagai langkah adaptatif dalam rangka penanganan wabah, tindakan pengendalian dan/atau pencegahan pandemi *Covid-19* beserta dampaknya bagi masyarakat Indonesia.

Salah satu model kerja yang banyak digunakan perusahaan saat pandemi *Covid-19* terjadi adalah model kerja *Flexible Working Arrangement* (FWA) atau pengaturan bekerja secara fleksibel, baik dalam hal waktu bekerja maupun lokasi bekerja. FWA dinilai membuat operasional perusahaan masih dapat berjalan lancar dengan tetap memperhatikan kesehatan dan keselamatan pegawai pada masa pandemi. Perkembangannya, ketika WHO mencabut status darurat kesehatan global untuk *Covid-19* pada tanggal 05 mei 2023 maka Indonesia juga sudah harus bersiap menyambut transisi dari pandemi ke endemi. Manajemen perusahaan juga sudah mulai melakukan modifikasi model FWA sesuai kondisi dan kebutuhan organisasi/perusahaan masing-masing.

BPJS Kesehatan selaku badan hukum publik sebenarnya juga telah mengimplementasikan FWA sebagai bentuk respon terhadap pandemi *Covid-19* berupa pengaturan fleksibilitas tempat kerja *Work From Office* (WFO) dan *Work From Home* (WFH) sejak ditetapkan status pandemi *Covid-19* di Indonesia. Ada tantangan tersendiri terhadap proses penerapan FWA di BPJS Kesehatan, mengingat bahwa BPJS Kesehatan merupakan badan hukum publik yang didirikan untuk mengelola program jaminan kesehatan nasional (JKN) dan bertanggung jawab langsung terhadap Presiden. Selain tantangan terkait target rekrutmen peserta menuju *Universal Health Coverage/UHC* yaitu minimal 98% dari total populasi menjadi anggota JKN, BPJS Kesehatan juga diamanahkan untuk memastikan setiap penduduk Indonesia dalam populasi memiliki akses yang adil terhadap pelayanan kesehatan promotif, preventif, kuratif, dan rehabilitatif, bermutu dengan biaya terjangkau. Perlu dilakukan beberapa formulasi penyusunan strategi dalam perancangan sistem FWA di BPJS Kesehatan, sehingga FWA dapat menjadi bagian dalam mempersiapkan sistem dan mekanisme kerja menghadapi perubahan kondisi pasca pandemi dan dapat menjadi strategi dalam mewujudkan sistem kerja yang selaras dengan tata nilai organisasi di BPJS Kesehatan.

Kata Kunci: *Flexible Working Arrangement*, Kinerja organisasi, Tata Nilai Organisasi

ABSTRACT

The COVID-19 pandemic began to show alarming rates of spread and severity in early 2020, capturing the world's attention. As a result, the World Health Organization (WHO) assessed and declared Covid-19 as a global pandemic. In response to this, the President of the Republic of Indonesia declared the non-natural disaster of COVID-19 transmission a national disaster on April 13, 2020. All parties were required to adapt the regulations and systems implemented by the government as adaptive measures in handling the outbreak, controlling and/or preventing the Covid-19 pandemic, and its impact on Indonesian society.

One of the working models widely used by companies during the Covid-19 pandemic is the Flexible Working Arrangement (FWA), which involves flexible working hours and locations. FWA was considered to allow the smooth operation of companies while still prioritizing the health and safety of employees during the pandemic. As the WHO lifted the global health emergency status for Covid-19 on May 5, 2023, Indonesia also had to prepare for the transition from a pandemic to an endemic state. Company management has started modifying the FWA model according to the conditions and needs of each organization or company.

The Social Security Administration for Health (BPJS Kesehatan), as a public legal entity, has also implemented FWA as a response to the Covid-19 pandemic through the arrangement of flexible working places, namely Work from Office (WFO) and Work from Home (WFH), since the pandemic was declared in Indonesia. There are specific challenges in implementing FWA in BPJS Kesehatan, considering that BPJS Kesehatan is a public legal entity established to manage the national health insurance program (JKN) and is directly accountable to the President. In addition to the challenges related to achieving the recruitment target of participants towards Universal Health Coverage (UHC), which is a minimum of 98% of the total population becoming JKN members, BPJS Kesehatan is also entrusted with ensuring that every Indonesian citizen has fair access to high-quality, affordable promotive, preventive, curative, and rehabilitative healthcare services. Several strategic formulations and system designs are needed in the implementation of the FWA system in BPJS Kesehatan so that FWA can be part of preparing the system and working mechanisms to face post-pandemic changes and become a strategy in realizing a work system that aligns with the organizational values of BPJS Kesehatan.

Keywords: *Flexible Working Arrangement, Organizational Performance, Organizational Values*