

Abstract

Since the pandemic, the challenges for organizations, especially government organizations, have been to adapt and adjust both to work systems, patterns of interaction and communication. Various dynamics in the organizational environment have implications for adjusting work systems and organizational communications that are run, one of which is a government organization such as the Ministry of Finance of the Republic of Indonesia (Kemenkeu RI). For this reason, this qualitative descriptive research with a constructivist paradigm observes the experiences of workers or State Civil Apparatus (ASN) in the dynamics of post-pandemic organizational communication that implements Flexible Working Space (FWS) which is the new normal organizational communication within the Indonesian Ministry of Finance. The results of this study found that the application of FWS was able to shape the transition and dynamics of organizational communication needs and channels, organizational culture, form, nature and characteristics of employee involvement through communication channels, as well as FWS over the past three years through organizational work values which are experiencing an upward trend, it was found that members of the organization began to adapt to the FWS system which relied on various communication channels. Even so, the implementation of FWS as a new norm within the Indonesian Ministry of Finance with the aim of building a digital workspace requires various steps to respond to challenges in its implementation.

Keywords: Flexible Working Space; Organizational Communications; Kemenkeu RI

Abstrak

Semenjak pandemi, tantangan organisasi terutama organisasi pemerintah ialah melakukan adaptasi dan penyesuaian baik pada sistem kerja, pola interaksi serta komunikasi. Berbagai dinamika pada lingkungan organisasi berimplikasi pada penyesuaian sistem kerja dan komunikasi organisasi yang dijalankan, salah satunya organisasi pemerintah seperti Kementerian Keuangan Republik Indonesia (Kemenkeu RI). Untuk itu, penelitian deskriptif kualitatif dengan paradigma konstruktivis ini mengamati pengalaman para pekerja atau Aparatur Sipil Negara (ASN) pada dinamika komunikasi organisasi pasca pandemi yang menerapkan *Flexible Working Space* (FWS) yang menjadi komunikasi organisasi normal baru di lingkungan Kemenkeu RI. Hasil penelitian ini didapatkan bahwa penerapan FWS mampu membentuk transisi dan dinamika pada kebutuhan dan saluran komunikasi organisasi, budaya organisasi, bentuk, sifat dan karakteristik keterlibatan pegawai melalui saluran komunikasi, serta FWS selama tiga tahun berjalan ini melalui nilai kerja organisasi yang mengalami tren naik didapatkan bahwa anggota organisasi mulai beradaptasi pada sistem FWS yang mengandaikan berbagai saluran komunikasi. Walau demikian, pelaksanaan pada FWS sebagai normal baru di lingkungan Kemenkeu RI dengan tujuan membangun *digital workspace* memerlukan beragam langkah untuk merespon tantangan pada pelaksanaannya.

Kata Kunci: Flexible Working Space; Komunikasi Organisasi; Kemenkeu RI