



ABSTRACT

This study analyzes the effect of the New Ways of Working (NWoW) policy on well-being, technostress, work engagement, and performance of human resources within the public apparatus. The urgency of this research lies in providing empirical and systematic data analysis with panel data characteristics for the development of adaptive strategies in the field of human resources in the era of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) post-COVID-19 pandemic. The study was conducted on human resources within the National Research and Innovation Agency of the Republic of Indonesia (BRIN RI). The hypothesis was tested using panel data regression, and based on the Hausman test results, the fixed effect model was utilized in this study. The findings indicate that the implementation of the NWoW policy within BRIN consistently contributes positively to well-being, maintains work engagement and performance of the human resources, but also leads to an increase in technostress. This study also highlights the need for comprehensive measurement with the elaboration of emotional and satisfaction indicators simultaneously, and the development of measurements with dimensions of privacy and inclusion to mitigate technostress, especially for older ICT users. Exploration of factors such as social aspects, organizational culture, and politics in work engagement is also necessary. Meanwhile, performance measurement results can be developed through objective assessments from the organization.

Keywords: *New Ways of Working, Well-being, Technostress, Work Engagement, Performance*



ABSTRAK

Penelitian ini melakukan analisis pengaruh kebijakan *New Ways of Working* terhadap kesejahteraan, teknostres, keterlibatan kerja, dan kinerja sumber daya manusia aparatur. Urgensi penelitian ini dilakukan dalam rangka memberikan analisis data dengan karakteristik data panel secara empiris dan sistematis untuk pengembangan strategi adaptasi pada bidang sumber daya manusia di era *Volatility, Uncertainty, Complexity, dan Ambiguity* (VUCA) pasca pandemi Covid-19. Penelitian dilakukan terhadap sumber daya manusia aparatur di lingkungan Badan Riset dan Inovasi Nasional Republik Indonesia (BRIN RI). Hipotesis diuji menggunakan regresi data panel, dan berdasarkan hasil uji Hausman, *fixed effect model* digunakan sebagai model penelitian ini. Hasil penelitian menemukan bahwa penerapan kebijakan NWoW di lingkungan BRIN secara konsisten memberikan kontribusi positif terhadap kesejahteraan, menjaga keterlibatan kerja dan kinerja para SDMA, namun di samping itu SDMA mengalami peningkatan teknostres. Penelitian ini juga menemukan perlunya pengukuran komprehensif dengan elaborasi indikator emosi dan kepuasan secara bersamaan, pengembangan pengukuran dengan dimensi privasi dan inklusi juga penting untuk menekan teknostres, terutama bagi pengguna TIK yang lebih tua. Eksplorasi faktor-faktor seperti sosial, budaya organisasi, dan politik dalam keterlibatan kerja juga diperlukan. Sementara hasil pengukuran kinerja dapat dikembangkan melalui penilaian objektif dari organisasi.

Kata kunci: *New Ways of Working*, Kesejahteraan, Teknostres, Keterlibatan Kerja, Kinerja