

The Impact of the Work From Home (WFH) Policy on the Productivity of Public Sector Employees in Subang Regency

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Abstract

Work From Home (WFH) policies have become part of the transformation of the work system in the public sector, especially after the COVID-19 pandemic. This study aims to analyze the impact of the WFH policy on the productivity of public sector employees and identify the factors that influence its effectiveness. This study used a quantitative approach. Data was collected from 100 public sector employees who have worked in the WFH system. The results of the regression analysis show that the WFH policy has a positive and significant effect on employee productivity with a t-count value of 9.177 and a significance value of 0.000. The determination test ($R^2 = 0.462$) shows that WFH policy explains 46.2% of the variation in employee productivity, while 53.8% is influenced by other factors such as technological infrastructure, leadership, work motivation, and organizational culture. The implication of this study is that government agencies need to develop more adaptive WFH policies, including the implementation of hybrid work models and the strengthening of performance-based work culture. This research also recommends that future studies consider additional variables such as leadership style, job satisfaction, stress levels, and work-life balance to gain a more comprehensive understanding of the effectiveness of WFH policies in the public sector.

Keywords: Work From Home, Employee Productivity, Public Policy.

Introduction

The shift toward work-from-home (WFH) policies has been significantly accelerated by the COVID-19 pandemic, prompting many organizations, including government agencies, to adopt these arrangements as a long-term solution rather than a temporary measure. Remote work arrangements facilitate flexibility and can increase productivity when managed effectively through virtual teams and digital communication tools (Sfetcu, 2024). However, the transition to WFH also raises concerns about work-life balance, as employees may struggle to separate their professional and personal lives (Lima et al., 2024). Furthermore, organizations must address the cybersecurity risks associated with remote work, as employees often use personal devices and public networks to access sensitive information (Al-Dahabi et al., 2024). By implementing robust policies that support employee well-being and cybersecurity, government agencies can create

sustainable and effective bureaucratic work systems that thrive in remote environments. In Indonesia, the Work-From-Home (WFH) policy for public sector employees, regulated by a Circular Letter from the Minister of State Apparatus Management and Bureaucratic Reform (MENPAN-RB), aims to improve work efficiency, work-life balance, and technology utilization among State Civil Apparatus (ASN) (Pascarina et al., 2024). This policy promotes work flexibility, allowing employees to operate remotely, which is intended to increase overall productivity in the public service (Lima et al., 2024). However, the implementation of this policy faces significant challenges, primarily due to technological infrastructure constraints such as inadequate internet connectivity and outdated equipment (Kiarie et al., 2024). Furthermore, issues related to employee discipline and performance monitoring further complicate the effectiveness of WFH arrangements, potentially undermining the anticipated benefits of increased productivity and efficiency (Asriandi et al., 2024). Addressing these challenges is crucial for the successful implementation of WFH policies in the Indonesian public sector.

The implementation of Work-From-Home (WFH) policies can significantly impact public sector employee productivity, depending on the availability of support systems. Access to Information Technology (IT) support is crucial, as it facilitates remote work and helps overcome technical challenges, thereby increasing productivity (Al-Dahabi et al., 2024). Furthermore, effective work management practices are crucial to ensure that employees remain organized and focused, mitigating coordination difficulties that often arise in remote settings (Asriandi et al., 2024). However, challenges such as decreased communication effectiveness and reduced work discipline can arise in the home environment, potentially undermining the benefits of WFH (Lima et al., 2024). The overall impact of WFH policies on public sector productivity remains a complex issue, requiring further research to fully understand the balance between the advantages and disadvantages of remote work arrangements (Sari, 2024). Thus, while WFH has the potential to increase productivity, its effectiveness depends heavily on the systems and structures in place to support it (Sfetcu, 2024).

Literature Review

Work From Home (WFH) Policies in the Public Sector

Work From Home (WFH) policies represent a significant shift toward flexible work, particularly in the public sector, where their adoption has accelerated post-COVID-19 as part of broader digital transformation efforts (Yang, 2024). These policies can improve organizational efficiency by optimizing resource allocation and increasing employee satisfaction, provided they are supported by adequate technology and an effective oversight system (Ahlawat & Yaseen, 2024). Technology is crucial for facilitating communication and collaboration among remote teams, ensuring that employees can perform their tasks effectively from any location (Ikwuanusi et al., 2024). Furthermore, an effective oversight system is crucial for maintaining accountability and productivity in a remote setting, which is crucial for the success of a WFH policy (Lima et al., 2024). Thus, the integration of these elements not only supports the implementation of WFH policies but also contributes to the overall efficiency and effectiveness of the organization in the evolving work landscape (Sfetcu, 2024).

In Indonesia, the implementation of the Work From Home (WFH) policy for State Civil Apparatus (ASN) is guided by Ministerial Regulation No. 67 of 2021, which aims to improve efficiency, work-life balance, and digital-based public services (Alam & Dewi, 2024). This flexible work policy is designed to improve job satisfaction and overall well-being, essential for maintaining productivity in a remote work environment (Dilaga & Saputra, 2024). However, significant challenges remain, primarily due to infrastructure limitations, such as unreliable internet connectivity and inadequate workspaces, which hinder effective communication and productivity (Suryanto & Santoso, 2024). Furthermore, the success of digital-based public services depends on robust infrastructure and effective oversight to ensure accessibility for citizens (Lestari et al., 2024). Addressing these challenges is crucial to realizing the full potential of the WFH policy and achieving its intended benefits for employees and the public sector.

Employee Productivity in a Work-From-Home Context

Employee productivity is an important measure for evaluating the effectiveness of flexible work policies. According to Robbins and Judge (2017), several factors influence work productivity, including motivation, work discipline, and organizational support (Egasmara et al., 2025). In flexible work arrangements, motivation plays a crucial role; employees who feel autonomous and recognized are generally more productive (Fauziyah et al., 2023). Furthermore, work discipline is crucial for maintaining focus and managing time effectively, which can be challenging in a remote work environment (Tasya et al., 2024). Furthermore, organizational support, such as training and IT resources, is crucial for equipping employees with the tools necessary to thrive while working from home (Adomako et al., 2024). Despite these factors, studies on the impact of flexible work policies on productivity have yielded mixed results, suggesting that the effectiveness of such arrangements can vary based on individual circumstances and organizational practices (Hu, 2024). Implementing Work-From-Home (WFH) can significantly increase productivity, particularly in the private sector, where it can increase output by up to 13% due to reduced distractions and improved work-life balance (Sumarno et al., 2024). However, in the public sector, the effectiveness of WFH depends on the existing work system, which includes strong oversight mechanisms and clear performance targets (Mamatha & Kumar, 2023). Furthermore, adaptive leadership plays a crucial role, as it enables leaders to respond to evolving circumstances and prioritize employee needs, thereby driving engagement and productivity (Palumbo, 2020). In Indonesia, the effectiveness of WFH for civil servants (ASN) is more influenced by digital readiness and organizational support; employees equipped with the necessary technology and a supportive work environment tend to perform better, while those facing technological constraints experience decreased productivity (Ajibi & Abuanza, 2024). Thus, a comprehensive approach that integrates these factors is crucial to maximize the effectiveness of WFH across sectors.

Methods

This study uses a quantitative approach to obtain a more comprehensive picture of the impact of the Work From Home (WFH) policy on the productivity of public sector employees. The quantitative approach is used to measure the level of employee productivity based on survey data, while the qualitative approach is used to explore the factors that influence productivity through in-depth interviews. The research design used is descriptive and explanatory. The population of public sector employees who have worked in the WFH system, especially State Civil Apparatus (ASN) in various government agencies, Subang Regency. The number of samples is approximately 100 employees from various government agencies for the quantitative method. This study uses two main variables: Independent Variable (X): Work From Home (WFH) Policy, Dependent Variable (Y): Employee Productivity.

Results and Discussion

Validity & Reliability Test

Item	R correlation between items and scores	r table (Minimum limit)	Conclusion
1	0,585	0,195	Valid
2	0,560	0,195	Valid
3	0,704	0,195	Valid
4	0,626	0,195	Valid
5	0,566	0,195	Valid
6	0,565	0,195	Valid
7	0,599	0,195	Valid
8	0,503	0,195	Valid
9	0,673	0,195	Valid
10	0,641	0,195	Valid

Interpretation

The results of the validity test for the work from home (WFH) policy variable (X) indicate that the instrument test for the work from home (WFH) policy variable indicates that all 10 statements are valid, as the resulting coefficient is greater than 0.195. The highest value is for item 3, at 0.704, and the lowest value is for item 8, at 0.503. Therefore, all data can be continued to the next analysis.

Item	R correlation between items and scores	r table (Minimum limit)	Conclusion
1	0,725	0,195	Valid
2	0,587	0,195	Valid
3	0,781	0,195	Valid
4	0,630	0,195	Valid
5	0,704	0,195	Valid
6	0,529	0,195	Valid
7	0,644	0,195	Valid
8	0,735	0,195	Valid
9	0,662	0,195	Valid
10	0,655	0,195	Valid

Interpretation

The results of the validity test for the Employee Productivity (Y) variable indicate that the instrument test for the Employee Productivity variable indicates that all 10 statements in the item are valid, as the resulting coefficient is greater than 0.195. The highest value is for item 8, at 0.735, and the lowest value is for item 7, at 0.529. Therefore, all data can be continued to the next analysis for further analysis in hypothesis testing.

Reliability Statistics	
Cronbach's Alpha	N of Items
.861	10

Interpretation

The results of the research instrument reliability test indicate that the research variable has a reliability value of 0.861, which is above 0.8, and can be categorized as having good reliability. Therefore, the reliability test results indicate that all instruments used to measure all items in the work-from-home (WFH) policy and Employee Productivity variables, as operationalized in the variable operationalization, are acceptable in terms of reliability and consistency.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.723	2.466		4.753	.000
	Work From Home Policy	.681	.074	.680	9.177	.000
a. Dependent Variable: Employee Productivity						

Interpretation

Based on a simple linear regression analysis, the regression equation between work-from-home (WFH) policies and employee productivity can be explained as follows:

Ho : P = 0	:	There is an effect of the work-from-home (WFH) policy on employee productivity in Subang Regency, West Java
Ha : P ≠ 0	:	There is no effect of the work-from-home (WFH) policy on employee productivity in Subang Regency, West Java.

Hasilnya Jika $t_{hitung} > t_{tabel}$ maka Ho ditolak atau Ha diterima. Perhitungan uji hipotesis ini menggunakan SPSS 25.

Berdasarkan perhitungan SPSS 25, diperoleh t_{hitung} sebesar 9,177 dan selanjutnya menentukan t_{tabel} , tabel distribusi t dicari pada $\alpha = 0,05$ dengan derajat bebas N-2 yaitu $100 - 2 = 98$, maka t_{tabel} diperoleh 0,165. Oleh karena t_{hitung} lebih besar dari t_{tabel} yaitu $9,177 > 0,165$ maka Ho ditolak, artinya terdapat pengaruh yang signifikan antara kebijakan Work From Home (WFH) terhadap Employee Productivity Di Kabupaten Subang Jawa Barat atau dengan kata lain variabel kebijakan work from home (WFH) (X) memberi pengaruh positif terhadap variabel Employee Productivity (Y).

Table R Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	.462	.457	3.973
a. Predictors: (Constant), Work From Home Policy				

Interpretation

Based on SPSS 25 calculations, the R-squared value is 0.462, or $0.462 \times 100\% = 46.2\%$. This means that the independent variable (Work From Home (WFH) policy) influences the dependent variable (Employee Productivity) by 46.2%, with the remaining 53.8% estimated to be influenced by other factors such as personal, leadership, team, system, and contextual factors,

as proposed by Mahmudi (2005:21). However, these factors were not further investigated by the researcher, but can be studied by other researchers as a reference for further research and development.

Conclusion

Based on the results of this study, it can be concluded that the Work From Home (WFH) policy has a positive and significant impact on Employee Productivity in the public sector. The regression analysis shows that each increase in the implementation of the WFH policy contributes to an increase in Employee Productivity. This is supported by a t-test value of 9.177 and a significance value of 0.000, indicating that the relationship between the WFH policy and Employee Productivity is not a coincidence but has a significant impact. Furthermore, the R-square (R^2) test result of 0.462 indicates that 46.2% of the variation in Employee Productivity can be explained by the WFH policy, while the remaining 53.8% is influenced by other factors such as technological infrastructure, leadership, work motivation, and organizational culture. This indicates that although WFH has a positive impact, its effectiveness still depends on various other supporting factors.

The success of the WFH policy in increasing Employee Productivity in the public sector depends heavily on several important aspects, such as the availability of adequate technological infrastructure, an effective performance monitoring and evaluation system, and organizational support in creating optimal work flexibility. With the right strategy, WFH can be a solution for government agencies in increasing work efficiency and effectiveness, especially in facing the challenges of the digital era. The implications of these findings suggest that the government and related agencies need to strengthen WFH policies with more adaptive work systems, including providing technology training for employees and strengthening a performance-based work culture. Implementing a hybrid work model, which combines WFH with in-office work, can be an effective alternative to maintain employee productivity without sacrificing team coordination and collaboration.

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