

Analysis of the Implementation of Telecommuting in the Directorate of Defense Resources, Ministry of Defense of the Republic of Indonesia

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ABSTRACT

The President of the Republic of Indonesia responded to the problem of poor air quality in Jakarta by issuing Presidential Regulation Number 21 of 2023, which regulates Working Days and Working Hours for Government Agencies and State Civil Apparatus. The Presidential Decree gives an appeal to State Civil Service employees to carry out work flexibly. The Indonesian Ministry of Defense also followed this direction by issuing Circular Letter of the Minister of Defense Number SE/20/II/2023, which adjusts the work system for employees within the Ministry of Defense. This research focuses on the experiences of female permanent employees who work in the Directorate of Defense Resources. The goal is to understand more deeply the practice of telecommuting. Using qualitative methods with a phenomenological approach, the research involved three civil servant employees of the Ministry of Defense, a head of Administration, and a child of a Ministry of Defense employee as informants. The research results show that conditions in the Ministry of Defense are currently experiencing a vacuum in work programs in several Sub-Directorates due to budget efficiency for the Indonesian Capital City. Informants agreed that telecommuting was a solution, although they felt like they were "eating a blind salary" because the workload remained. Telecommuting activities are considered positive as a trigger for family bonds. The novelty of this research lies in the implementation of telecommuting as a company strategy, the situationality of how HR works, awareness of document management, and attention to health and work balance.

Keywords: *Human Resources Management, Telecommuting, Work From Home, Kementerian Pertahanan RI*

***Analisa Penerapan Telecommuting di Direktorat Sumber Daya Pertahanan
Kementerian Pertahanan Republik Indonesia***

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ABSTRAK

Presiden Republik Indonesia merespons masalah kualitas udara yang buruk di Jakarta dengan menerbitkan Peraturan Presiden Nomor 21 tahun 2023, yang mengatur Hari Kerja dan Jam Kerja Instansi Pemerintah dan Aparatur Sipil Negara. Perpres tersebut memberikan himbauan kepada pegawai Aparatur Sipil Negara untuk melaksanakan kerja secara fleksibel. Kementerian Pertahanan RI pun mengikuti arahan tersebut dengan menerbitkan Surat Edaran Menteri Pertahanan Nomor SE/20/II/2023, yang menyesuaikan sistem kerja bagi pegawai di lingkungan Kementerian Pertahanan. Penelitian ini difokuskan pada pengalaman karyawan tetap perempuan yang bekerja di Direktorat Sumber Daya Pertahanan. Tujuannya adalah untuk memahami lebih dalam praktik *telecommuting*. Menggunakan metode kualitatif dengan pendekatan fenomenologi, penelitian melibatkan tiga karyawati PNS Kementerian Pertahanan, seorang kepala Tata Usaha, dan seorang anak dari karyawan Kementerian Pertahanan sebagai informan. Hasil penelitian menunjukkan bahwa kondisi di Kementerian Pertahanan saat ini mengalami vakum program kerja di beberapa Sub Direktorat karena efisiensi anggaran untuk Ibu Kota Nusantara. Informan setuju bahwa *telecommuting* menjadi solusi, meskipun mereka merasa seperti "memakan gaji buta" karena beban kerja tetap ada. Aktivitas *telecommuting* dianggap positif sebagai pemicu ikatan keluarga. Kebaruan penelitian ini terletak pada implementasi *telecommuting* sebagai strategi perusahaan, situasionalitas cara kerja SDM, kesadaran manajemen dokumen, dan perhatian terhadap kesehatan dan keseimbangan kerja.

Kata kunci: Manajemen Sumber Daya Manusia, *Telecommuting*, *Work From Home*, *Kementerian Pertahanan RI*