

Research article

Work From Home: A Policy for Achieving Decent Work and Economic Growth as an SDG

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ORCIDR Rokhim: <https://orcid.org/0000-0002-2847-0552>**Abstract.**

The current study is a descriptive research that analyzes the impact of work-from-home policies on employees who worked during the pandemic. This policy is also a follow-up to the government's efforts with business organizations to achieve sustainable development goals (SDGs), primarily to help the health pillars, especially for health security. The authors used a quantitative and qualitative research design and data were collected through interviews. Of the 3205 bank employees, 50 were interviewed. The results indicated the pros and cons of the work-from-home policy. Although the employees had both positive and negative feelings toward the policy, they realized that the work target must be achieved. The results of this research can be used as a reference in developing policies in each company that aims to improve performance while protecting the health of employees and supporting health security as part of Indonesian society.

Keywords: kwdCorresponding Author: R
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Knowledge E

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Selection and Peer-review under the responsibility of the VCOSPILED 2021 Conference Committee.

1. Introduction

Before the pandemic occurred, Work from Home (WFH) turned out to have become a topic that was widely discussed, especially among human resource management actors. In addition, WFH has also been implemented by several large companies and has become an attraction in itself, or an incentive offered to workers. The term WFH is also a term that freelancers understood well. The primary purpose of implementing WFH is to provide a balance in living and working, which is expected to increase workers' productivity further to offer benefits to the company and create a balance of well-being [1,2]. WFH involves a collaborative way of working, where units within an organization are built to create positive things in work culture and mindset that runs faster. Of course, some rules are needed in order to bind workers; in some practices, workers are required to follow regular or less stringent working hours, as well as performance

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is assessed based on the output and response (communication) given according to the job requirements.

The impact of Covid brings benefits to companies that implement WFH as part of telecommuting form. With the Sustainable Development Goals (SDGs), this policy supports achieving the third goal, namely supporting health and promoting well-being. Regarding the WFH policy due to the influence of Covid 19, this policy is in line with the SDGs. The SDGs have four relevant development pillars: social, economic, environmental, legal development, and governance [3]. Specifically related to WFH, this is part of the national health system focus, significantly strengthening health security. This policy seeks to increase the capacity and protection of human resources by implementing health protocols and enhancing the promotion and prevention of occupational health and safety systems. The achievement of the SDGs must be pursued at the organizational level as the carrying capacity of state institutions [4]. Also, the handling of Covid-19 must be done immediately because it impacts all lives, including in business organizations [4]. Responsive handling of the organization can make it easier to achieve the SDGs.

WFH as telecommuting is the right policy during this pandemic [5]. The company is also expected to develop a working mechanism that makes it easier for employees to adapt quickly. In addition, companies must allocate a budget to invest in technology infrastructure to support telecommuting programs, including video conferencing as a digital technology implemented in the office [6]. Of course, employee mobility is limited, so to maintain good communication, companies can use videoconferencing facilities to coordinate [7-9]. Some argues that pandemic condition has affected humans in general and organizations in particular. This pandemic has affected all companies in various sectors to implement policies that provide work comfort and employee safety while still providing opportunities for employees to achieve good performance targets. To support better working conditions, the company implemented work from home system during the pandemic through WFH.

The longer duration of staying at home is also resilience support to face the pandemic. The pandemic has caused a decline in mental well-being [10]. Mental well-being is related to mental health, which is connected to positive affect, namely optimism, and relaxation, and interpersonal relationships with others, including, for example, clear-thinking, self-acceptance, competence, and autonomy. Other research analyzed the psychological well-being of individuals related to the impact of covid [11]. Other research argue that leadership aspects are essential in dealing with pandemic problems [12]. The leader's ability to handle covid properly will increase trust in employees. This trust will increase the enthusiasm to work well and eliminate ongoing worries.

This study (research) aims to analyze the impact of work from home policies on workers' lives during the pandemic in the context of banking industry that is different from previous study (research). This analysis is related to the perception of employees who implement a work from home policy.

2. Method

Data collection from research related to the technology acceptance system by banking employees during work from home (WFH) has been carried out. Data collection was carried out online through surveymonkey.com, which ran from September 14, 2020, to November 10, 2020. This technique was carried out because it considered the existence of a pandemic situation that limited researchers from physically going out in the field. The results showed that there was a considerable interest in filling out the questionnaire. The number of surveys that have been filled out is 3205 out of 5988. This research was also followed up with interviews with 50 sources related to their perceptions of the Work from Home policy impact. The analysis of data used the thematic analysis based on the respondent's answers.

3. Results and discussion

3.1. Profile Description

The distribution of 3205 respondents came from all regions of Indonesia. The top five areas where respondents came from North Sumatra 602 respondents, DKI Jakarta 1133 respondents, East Java 308 respondents, South Sulawesi 166 respondents and West Java 162 respondents. Others came from Aceh, Bengkulu, Jambi, Bangka Belitung, South Sumatra, Lampung, Banten, Central Java, Special Region of Yogyakarta, Bali, West Nusa Tenggara, East Nusa Tenggara, West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan, West Sulawesi, South Sulawesi, Southeast Sulawesi, North Sulawesi, Maluku, and North Maluku.

Thus, like it or not, employees work in the office. Based on research data, it was known that 29.1% of respondents felt the impact of Covid-19 on their work; 27.6% felt neutral; 4.8% not affected, and 6.2% not affected at all. Although this pandemic impacts health, as many as 62.6% of respondents felt very healthy; 27.3% felt healthy; 1.1% felt unhealthy, and 1.2% felt very unhealthy. The number of respondents who felt healthy may be due

to a good understanding of health protocols and compliance. Performance and compliance level are considered two essential aspects to make respondents understand the importance of health consequences. This attitude is an essential element to influence the behavior of respondents in implementing health protocols. They are well aware of the health protocols related to the consequences if they do not comply. As many as 59.2% of respondents are very familiar with health protocols, 31.7% of respondents understand, and 0.4% of respondents did not understand health protocols. In addition, regarding the level of compliance, 60.9% of respondents were very compliant with the health protocol, 32.4% of respondents compliant to the health protocol, and 0.5% of the respondents strongly did not comply to the health protocol.

A total of 68.8% of respondents are permanent employees. The majority of the respondents who filled out the WFH survey were married. The number of respondents was 75.8%. In addition, of the number who were married, most respondents who already had children were 87.2%. Based on the type of residence, almost all of the respondents live in landed houses. Only 3.1% of respondents live in apartments. The average respondent already has a family. The establishment of this WFH policy will make it easier for employees who have already married to supervise children at home during this pandemic. They can also be safer and can be protected at home while still doing office work.

During this pandemic, children also do not carry out learning activities outside the home, so this policy is considered a positive side for the family. They can carry out activities together at home. That way, they can keep an eye on each other. Mobilization is limited to only at home so that family health can be maintained by implementing WFH. A total of 47.2% of respondents live in their own house, while the rest choose to rent a house. It also shows their ability to own their own home.

Meanwhile, for employees who do not have their own house, it could be because there are still unmarried respondents. The consideration for choosing a home contract is efficiency in financing. Related to education data, the profile of respondents received education from high school, diploma, bachelor's, master and doctoral degrees. The education dominance of the respondents is undergraduate education, which is 78.8%, followed by education at the diploma level at 11.7%. This education shows the ability of employees to complete tasks well and be a prerequisite as employees of a company.

Based on other aspects of the respondent's profile, such as age, the number of respondents will vary. Most respondents who have an age range of 25 years to 36 years are employees who fill out the survey. A total of 2056 respondents are employees who

are actively working in the company. A total of 1332 respondents spent an average of 8 hours per day on WFH.

3.2. Interviewer's Perception Analysis

80.8% of respondents answered that they had no difficulties in implementing WFH, while the rest felt difficulties. Related to the respondents' reasons in answering the difficulty in doing WFH by 19.22% as follows.

3.2.1. Condition of the house.

The conditions in the side house make parents feel comfortable. This convenience is caused by the opportunity to supervise children in learning and doing activities at home. However, based on this research, respondents indicated an inability to work well at home because respondents are unable to focus on work as parents. This is unavoidable, especially for female respondents. They will, of course, have the burden of taking care of the household while they can stay at home. With this divided focus, like it or not, respondents will prioritize household matters. This online learning is also carried out because it can protect children from the dangers of the Covid-19 virus.

3.2.2. Communication and coordination are not optimal.

The Covid pandemic has forced everyone to keep their distance from each other. Offices in Indonesia implement a policy to require employees who work to keep their distance. Another important policy is the implementation of WFH. This condition, of course, is new in the working life of the employees. The coordination that previously could be done face-to-face, now with the pandemic, cannot coordinate work face-to-face. Technology is used for them in coordinating work and communication between departments.

3.2.3. The banking system is only opened in the office

Every bank has developed an application system that contains original documents, including an online application that stores all critical files. Thus, the system prioritizes the intranet over the internet. It aims to restrict employees to access. In addition, data confidentiality can also be guaranteed. Banking data contains essential information related to customer security, so it needs to be appropriately protected. Access to

information can only be done in the office so that it conditions employees in the office to access the data. This condition inevitably forces employees to be in the office to be able to access data. The existence of this system is contradictory to the government's WFH policy to reduce the spread of Covid-19.

3.2.4. The original documents required.

Business digitization affects business processes. One of the business processes is the existence of a system that does not require face-to-face contact, and even documents can be in the form of soft files so that everything is stored in the system. However, in banking, there are still documents provided in hard-copy form. This document is in the office which cannot be taken out of the office. The employees who access the data must be in the office to access the data. In addition, certain divisions have to deal with specific business processes and use company documents for task completion. They have to be in the office.

3.2.5. Must have employees in the office due to specific business processes.

The WFH policy is not fully supported, considering that there are business processes requiring signatures and approvals that must be carried out through meetings with authorized officials or individuals. The condition of the banking industry does require an aspect of confidentiality data because the banking industry is closely related to the issue of trust from stakeholders.

3.2.6. It's hard to focus.

This WFH policy is not always considered positive. Employees who have to work at home indirectly think about the house's condition, not only related to children's affairs. Unfavorable conditions at home make it difficult for employees to concentrate. Work design in the office was developed to make employees feel comfortable to complete the work well. Design at home does not always support the conditions for people to work at home. In addition, individuals think that people at home can reduce concentration in completing work better.

3.2.7. Internet network does not support.

The internet network is also one of factors in implementing the WFH policy. The existence of an internet network supports not all employees' homes. A good internet network supports the WFH process because they have to communicate online. A poor internet network can interfere with the clarity of the information received, including the use of video. A poor internet network can cause interference or noise in understanding the information conveyed by participants in video conferences with other parties. This condition is also sometimes frustrating or annoying in completing work well. Under certain conditions, this poor internet network also makes employees feel like they are running out of time to discuss. Thus, decision-making cannot be done quickly, resulting in work delays.

3.2.8. Quota.

Internet quota is also a problem. The internet quota is needed to support the completion of work at home causes employees to spend additional funds for it. The company is considered to have not fully endorsed the quota funding support. This condition is financially burdensome for a certain number of employees because they have to allocate finances for purchasing an internet quota.

3.2.9. Fieldworkers.

Each employee has a different job description. The job description contains clarity related to written information regarding the characteristics of a position or job, including duties, responsibilities, working conditions, job relationships, and other aspects of work that have been prepared and defined and must be carried out by employees in an organization. Several employees have job descriptions as relationship managers and also in consumer credit. Their main task is to interact with consumers. Banking companies need to increase the effectiveness of their interactions with consumers as customers. The bank will ask a question in each electronic bill, and the following month, the question will depend on the answer from the previous month. Conversations with consumers should be made regularly. Effective interaction with customers will provide better knowledge of customer needs. Thus, they have to go down the field to meet customers.

3.2.10. There is no backup officer.

Employees are constrained by the absence of other employees who support if employees work following the WFH system. This, of course, forces employees to work in the office because there is no substitute. He had to decide to finish well. This limitation constraint causes employees to have to work in the office to complete the work.

3.2.11. A lot of work volume.

The large volume of work also makes employees unable to work optimally at home. This large amount of work certainly requires coordination with other parties to be completed one by one. This requires communication and agreement with other divisions to produce work decisions quickly. In addition, the large volume of work also requires more precise direction from the leadership to provide instructions so that the work can be completed promptly and correctly.

3.2.12. Working at home is like a vacation.

This condition is related to the psychological perception that working at home feels like a vacation. Individuals think that employees work at homes, such as on leave or work dependents. Thus, this will affect the rhythm of work a simple example, when employees.

3.2.13. Not used to WFH.

The dynamics of work during WFH create new habits for employees. They experience a unique pattern of work that has never been done so far. Several employees already have experience using technology for video conferencing to communicate with other offices outside the city. However, the pandemic conditions have created a new working situation. Employees can't interact more quickly than during the non-pandemic period. The requirements to use face-to-face online are finally carried out at any time to communicate between departments not only in one office but also in different offices and outside the city. This new situation creates a unique work rhythm that must be adapted quickly to achieve the work targets that have been set in the midst of this pandemic.

The results showed that 32.9% of respondents stated that WFH was more effective in producing performance. The respondent's data shows some information regarding the effectiveness of WFH. Some previous researches have carried out research related to the impact of WFH as telecommuting with mixed results. Torkachuk *et al.* (2021) focus that adopting teleworking policies will depend on the organization's readiness, human resources, technology infrastructure, and organizational resources. These elements will make it easier to implement telecommuting well [13]. The preparedness of all aspects will support the achievement of organizational performance despite the ongoing pandemic. Working at home as a teleworker, the time allocated at home is more flexible because it is spread throughout the day. If you work in the office as a commuter, your time in the office is limited to working hours. In addition, the condition of employees' well-being becomes more improved when they work from home. This level of stress is caused by the condition of the ability of individuals to adapt to existing changes. They used to cooperate with other parties, including friends and neighbors. But in this case, they must be able to survive on their own. This research has shown some results as follows.

3.3. System Access Supports.

Each bank has an application system that contains original documents, including an online application that stores all critical files. Access to information can only be done in the office so that it conditions employees in the office to access the data. Thus, the system prioritizes the intranet over the internet. This system also guarantees data confidentiality. Banking data contains essential information related to customer security, so it needs to be appropriately protected. The existence of the system becomes more effective and accessible by employees in the office.

3.4. Internet Network Supports.

The internet network supports the implementation of the WFH policy. A good internet network can support the implementation of WFH because they have to communicate online. A good internet network can create quality information received, including the use of video. A good internet network can make transmission of information to all participants in video conferences with other parties. This condition can support in completing the work well. Thus, decision-making can be done quickly, so there is no delay in work.

3.5. Easy to Coordinate.

The Covid pandemic has forced everyone to keep their distance from each other. Offices in Indonesia implement a policy to require employees who work to keep their distance. Another important policy is the implementation of WFO with specific Health procedures. WFO policies with systems support the ease of coordination that can be done face-to-face. They can communicate well between departments to explain and clarify the work that must be decided immediately.

3.6. There is Interaction with Other Employees.

Respondents in this research were respondents with a communal cultural background. That is, they strengthen the existence of togetherness with other people. The existence of other people can be a motivation to work because there is emotional closeness. They feel excited to complete work while they can communicate even though they are wearing masks. Their existence can be friends to share stories. This interaction also makes it easier for them to discuss work better.

3.7. Supporting Work System.

WFO policy is considered positive. Employees who have to work in the office during the pandemic do not think about home conditions and are not busy with activities to take care of children. Conditions in the office are more supportive so employees can concentrate more.

Work design in the office was developed to make employees feel comfortable to complete the work well. Thus, individuals can have the concentration to complete the work better. The results of this research also show that 34.01% support the implementation of the WFH policy. This is due to some considerations.

3.7.1. Flexibility of work.

Employees every day in front of a laptop, so they have a unique table and chairs as a place to work. There are times when employees feel bored and need a new atmosphere in completing their work. With WFH, employees can work anywhere from home. Employees themselves can measure the level of comfort at work. But most

importantly, employees can take full responsibility for the work to be completed on that day. Employees also have flexibility regarding time.

3.7.2. Work safety.

This Coronavirus has forced employees to reduce interactions with other employees. The goal is to prevent the further spread of the virus. If the virus hits one employee, then it will easily spread to employees quickly. The worst risk is that the company's performance will be disrupted. Therefore, one way to reduce the worst threat is to implement WFH.

3.7.3. Save time and transportation costs.

Employees do not need to spend money to pay for transportation costs, gas costs, and tolls to save time on the trip. Employees also avoid traffic jams on the road to the office and can minimize work stress.

3.7.4. Work-life balance.

The existence of work demands that must be completed sometimes forces employees not to balance the world of work and personal or family life. This WFH policy makes it easier for someone to share their roles. Employees have more free time for personal or family interests. Thus, this can reduce tension at work.

4. Conclusion

The analysis results show that employees feel that there are positive and negative sides to the implementation of the work from home policy. They realize that work as a work target must be carried out. Meanwhile, organizations must strive to keep their employees motivated to work, achieve work targets, and maintain work safety and health. This is the organization's responsibility as a business entity that participates in supporting the achievement of the Sustainability Development Goals that have been proclaimed by the government, namely the protection of public health, including working employees. For further research, the focus can address the large survey by testing the effect of work from home on the organization performance.

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