

KEYS TO SUCCESSFUL IMPLEMENTATION OF FLEXIBLE WORKING SPACE AS A NEW NORMALITY IN PUBLIC ORGANIZATIONS

Ahmad Rifai^{*)1}, M. Syamsul Maarif^{*)}, dan Angraini Sukmawati^{**)2}

^{*)} School of Business, IPB University

Jl. Pajajaran, Bogor 16151

^{**)2} Department of Management, Faculty of Economics and Management, IPB University

Jl. Agatis, IPB Dramaga Campus, Bogor 16680, Indonesia

Abstract: COVID-19 caused a health crisis that prompted the acceleration of implementing the new "new normal" paradigm at work. Employees are forced to work from home without preparation and face-to-face supervision from superiors. In this regard, the Ministry of Finance is implementing a Flexible Working Space. This study aims to analyze studies related to crisis communication, internal communication, Flexible Working Space, and their application in the Ministry of Finance. The scope of this research focuses on literature references related to crisis communication, internal communication, and Flexible Working Space in the COVID-19 pandemic conditions, which can be applied to the government sector. This research uses secondary data through literature studies related to organizational communication, Flexible Working Space, and the latest data related to COVID-19. The results show that crisis communication in the Ministry of Finance has adopted the Crisis and Emergency Risk Communication (CERC) model, which consists of six principles: be first, be right, be credible, express empathy, promote action, and show respect. Flexible Working Space at the Ministry of Finance is one of the strategic initiatives whose implementation is accelerated due to the impact of COVID-19. Therefore, internal communication is needed regarding the application of Flexible Working Space. Besides, it is necessary to formulate policies, feasibility, availability, schedule arrangements, response speed, productivity measures, office equipment, technical support, employee layoffs, and a physical environment to support Flexible Working Space's successful implementation.

Keywords: covid-19, crisis communication, flexible working space, internal communication, ministry of finance

Abstrak: COVID-19 menyebabkan krisis kesehatan yang mendorong percepatan penerapan paradigma "normal baru" baru di tempat kerja. Karyawan dipaksa bekerja dari rumah tanpa persiapan dan pengawasan langsung dari atasan. Sehubungan dengan itu, Kementerian Keuangan sedang mengimplementasikan Ruang Kerja Fleksibel. Penelitian ini bertujuan untuk menganalisis kajian terkait komunikasi krisis, komunikasi internal, Ruang Kerja Fleksibel, dan penerapannya di Kementerian Keuangan. Ruang lingkup penelitian ini berfokus pada referensi literatur terkait krisis komunikasi, komunikasi internal, dan Ruang Kerja Fleksibel dalam kondisi pandemi COVID-19, yang dapat diterapkan di sektor pemerintahan. Penelitian ini menggunakan data sekunder melalui studi literatur terkait komunikasi organisasi, Ruang Kerja Fleksibel, dan data terbaru terkait COVID-19. Hasil penelitian menunjukkan bahwa komunikasi krisis di Kementerian Keuangan telah mengadopsi model Crisis and Emergency Risk Communication (CERC), yang terdiri dari enam prinsip yaitu pertama, benar, kredibel, mengungkapkan empati, mendorong tindakan, dan menunjukkan rasa hormat. Ruang Kerja Fleksibel Kementerian Keuangan merupakan salah satu inisiatif strategis yang implementasinya dipercepat akibat dampak COVID-19. Oleh karena itu, diperlukan komunikasi internal terkait penerapan Ruang Kerja Fleksibel. Selain itu, perlu dirumuskan kebijakan, kelayakan, ketersediaan, pengaturan jadwal, kecepatan respons, ukuran produktivitas, peralatan kantor, dukungan teknis, PHK karyawan, dan lingkungan fisik untuk mendukung keberhasilan implementasi Ruang Kerja Fleksibel.

Kata kunci: covid-19, komunikasi krisis, ruang kerja fleksibel, komunikasi internal, kementerian keuangan

¹ Corresponding author:
Email: rifai.ap@gmail.com

INTRODUCTION

In 2020, the world was shocked by the pandemic of the COVID-19 virus, which allegedly originated from Wuhan, China. In Indonesia itself, the first positive case of COVID-19 occurred in early March. This case continues to multiply and spread throughout Indonesia. With such a massive disaster scale, the President announced that COVID-19 had become a national disaster through Presidential Decree No. 12/2020 (Mas'udi and Winanti, 2020). Furthermore, the Ministry of Health issued Regulation of the Minister of Health of the Republic of Indonesia Number 9 of 2020 concerning Guidelines for Large-Scale Social Restrictions in the Context of Accelerating the Management of Corona Virus Disease 2019 (COVID-19). Responding to these conditions, several regions in Indonesia implemented a Large-Scale Social Restriction (PSBB) policy. With the existence of PSBB, offices and most industries can be activated for a relatively long time. It has resulted in economic losses originating from various sectors, especially the business sector that relies on crowds (Hadiwardoyo, 2020). COVID-19 has been a global problem that brings effects simultaneously in the whole world. This pandemic affects the economy stability including stock market performance, significantly. This virus pandemic also causes and abnormal return in index sectoral; Chemist and Basic Industry, Infrastructure, Utility and Transportation, Agricultural, and Mining sector (Dilla et al. 2020).

COVID-19 forces the new normal to run faster where employees are forced to work from home without preparation and face-to-face supervision from superiors. Therefore, many organizations have changed their work policies and strategies, including the Work from Home (WFH) policy. Also, COVID-19 has triggered the emergence of new trends in various sectors of life. Yuswohady et al. (2020) outline 100 predictions about situations in a new normal where a new behavior will emerge, a new habit, a new lifestyle, a new culture, or a new mindset. COVID-19 forces everyone to work, learn, and play/enjoy entertainment using digital devices and online platforms. Besides, WFH has created a new trend for a zoomable workplace at home. Employees run a flexible work pattern, where initially the "9-to-5" working hours changed to "3-to-2", namely within a week, three days of working in the office (Work from Office/WFO), and two days of working at home (WFH). It is a trigger for organizations to immediately implement the concept of Work from Home (WFH)

and Flexible Working Hour (FWH). WFH is carried out with minimal intervention from institutions and is carried out responsively.

In 2016, the Ministry of Finance established a Strategic Initiative for Bureaucratic Reform, and Institutional Transformation (IS RBTK) consisting of twenty IS RBTKs. IS RBTK has divided into four transformation themes: the central theme, the theme of acceptance, the treasury theme, and budgeting (Kemenkeu, 2016). Through IS RBTK, the Ministry of Finance has prepared itself to implement a new normal, flexible, collaborative, and digital environment. In 2017, the Ministry of Finance implemented the New Thinking of Working (NTOW) program or strengthened the Ministry of Finance's culture, resulting in an efficiency movement. Furthermore, in 2019, NTOW produced a pilot activity workplace and a flexible working arrangement study where these two programs depend on strategic office automation initiatives. NTOW's breakthroughs were announced to include a Flexible Working Space (FWS), green office, cultural strengthening, and collaborative working space (Kemenkeu, 2020a).

In responding to this, the Ministry of Finance needs to take the momentum to encourage radical change by reducing the number of meeting rooms, utilizing technology, and building infrastructure that supports creating a new culture. Kemenkeu (2020a) explains that it is necessary to formulate policies and provisions regarding flexible working space to create an adaptive organization. This policy was developed while maintaining the Ministry of Finance's duties, functions, and services while prioritizing employee productivity and quality of life to balance employees' roles in work and personal life (work-life balance). Therefore, the Ministry of Finance issued a Decree of the Minister of Finance of the Republic of Indonesia Number 223 / KMK.01 / 2020 concerning Flexible Working Space in the Ministry of Finance.

FWS is a work pattern arrangement for employees that provides flexibility in the work location during a specific period by maximizing information and communication technology to increase and maintain employee productivity and ensure the Ministry of Finance's duties and functions. FWS is conducted outside the employee office location, which includes an open space within the Ministry of Finance which has implemented an activity-based workplace. Besides, FWS can be carried out at the employee's home/residence (work

from home) or other locations that have supporting facilities and facilities for the implementation of FWS as long as it does not endanger security, health, safety, and defame employees and organizations (Ministry of Finance, 2020a). The concept of remote working consists of four things: 1) choice of workplace, which refers to saving time/physical distance, 2) partial or total substitution of daily commuters, 3) intensity of remote work activities, which refers to the frequency and length of time, 4) availability of communication and information technology (Mungkasa 2020).

In implementing FWS, communication is certainly a challenge for the organization. According to business leaders, the communication function is an essential resource to respond to conditions caused by COVID-19 (IFPR, 2020). Organizational communication is an organizational behavior carried out to provide meaning for what is happening with message creation, interpretation, corporate strategy, and achieving organizational goals (Sutrisno 2010). Crisis communication is one aspect of strategic communication in public organizations in managing crises. In an emergency like this, organizations need to make crisis communication more communicative and facilitate a more positive response to the pandemic conditions (Coombs 2020). Crisis communication aims to regain customer trust by conveying a spirit of partnership with all stakeholders (Argenti, 2017).

Based on the explanation above, to achieve a successful implementation of FWS at the Ministry of Finance, it is necessary to involve all parties. The Ministry of Finance needs to communicate the crisis during the COVID-19 pandemic. Besides, the Ministry of Finance needs to build internal communication. Internal communication in an organization is a communication process between organizational members to smooth corporate activities (Harivarman, 2017). Internal communication is carried out with this FWS to understand better, anticipate, and adjust to themselves. Besides, effective internal communication will create a harmonious relationship and a pleasant work climate, which will increase employee job satisfaction (Putranto et al. 2012).

This study aims to analyze crisis communication, internal communication, and flexible working space in

government circles and its application in the Ministry of Finance. The scope of this research focuses on literature references related to crisis communication, internal communication, and Flexible Working Space in the COVID-19 pandemic conditions, which can be applied to the government sector. This research starts with a discussion of the problems behind it, then discussions related to crisis communication related to its implementation at the Ministry of Finance in dealing with COVID-19. The following discussion is a study on Flexible Working Space and its application in the Ministry of Finance. The last discussion was a study related to internal communication related to Flexible Working Space implementation at the Ministry of Finance.

METHODS

This research was conducted at the Ministry of Finance at the time of the Covid-19 pandemic. This study uses a literature study method divided into three clusters (Enjang et al. 2020). The first cluster is theoretical literature related to crisis communication, internal communication, and FWS. The second cluster is a study or research related to crisis communication, internal communication, and FWS, especially during a pandemic, such as previous research related to contact during the pandemic that occurred in the last two decades consisting of Anthrax, SARS, MERS, influenza, H1N1, and Ebola. The third literature cluster is communication guides from various agencies related to crisis management, including communication guides published by the World Health Organization (WHO), the Centers for Disease Control and Prevention (CDCP), and the Ministry of Health. Besides, this research refers to the latest information regarding the COVID-19 outbreak.

The type of data used is secondary data with data collection methods through literature studies from various sources related to crisis communication, internal communication, and the application of FWS in the COVID-19 pandemic conditions in the government sector. The data obtained were then compiled, analyzed, and concluded to get the correct conclusions. The framework in this research is as shown in Figure 1.

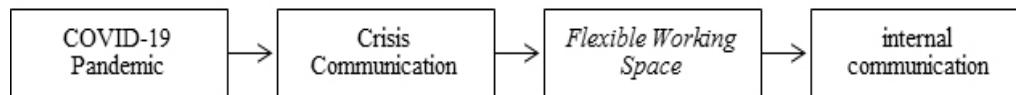


Figure 1 Research framework

RESULTS

Crisis Communication

Crisis management can be conceptualized as a set of factors designed to deal with a crisis and reduce its damage it causes (Coombs, 2020). Crisis communication is an application of crisis management. There have been many research types related to crisis communication in the public sector, such as Frandsen and Johansen's research in 2009 on crisis management and crisis communication in Denmark (Coombs, 2020). This crisis communication is closely related to the public health crisis because it is a threat to public health in various regions. The term public health crisis covers a wide range of situations, from slow-moving problems such as gun violence to fast-moving issues such as infectious diseases (Maibach and Holtgrave, 1995). COVID-19 is an infectious disease caused by pathogenic microorganisms that spread from person to person, either directly or indirectly. Also, COVID-19 is an epidemic that occurs worldwide or over an extensive area, crosses international borders, and affects many people (Kelly, 2011). Infectious disease experts warned that the pandemic was and will continue to be a threat due to world travel and global dependence. The danger of the COVID-19 pandemic is the basis for public sector organizations, both city, regional and national governments, to implement crisis communication (Coombs, 2020).

Crisis communication is one of the steps to tackle a pandemic. To deal with the spread of the pandemic, Kemenkes (2020) explains that it is necessary to regularly communicate risks and increase communication, information, and health education to the public, including people who will travel to affected areas. Wibowo (2020) explains that the crisis communication protocol responsible for hundreds of millions of people in Indonesia must be based on science. The framework for preparing a communication protocol should refer to scientific or scientific sources. One of the crisis communication models applied in a pandemic is the Crisis and Emergency Risk Communication (CERC) model.

The CERC model is a model developed by the Centers for Disease Control and Prevention (CDCP), a disease control and prevention agency in the United States (Mulyani et al. 2021). Enjang et al. (2020) explain that the CERC model is following research from Reynolds et al. (2002), Reynolds & Quinn Crouse (2008), Reynolds & Seeger (2005), and Veil et al. (2008). CERC is a combination of crisis communication and risk communication models that aim to reduce damage, provide information to stakeholders, and initiate and accelerate recovery. Crisis communication and risk communication have fundamental differences. Risk communication contains persuasive messages regarding the known likelihood of negative consequences and how to reduce them. Meanwhile, crisis communication is a message about current conditions related to specific events (magnitude, duration of urgency, causes, errors, and consequences) where the news is informative (Reynolds and Seegers, 2005). The CERC model phases consist of five phases: pre-crisis, initial, maintenance, resolution, and evaluation, as shown in Figure 2.

Figure 2 shows that risk communication is applied to the pre-crisis and post-crisis phases. Meanwhile, crisis communication is used when a crisis occurs at the initial and maintenance stages. It is one of the advantages of the CERC model as a communication model in handling the COVID-19 pandemic because it includes a communication strategy before, during, and post-pandemic. The second advantage of the CERC model is that it is technically practical and non-technical, conveying messages. CDCP (2014) explains that the CERC model understands society's psychological aspects in crisis conditions. It becomes material for consideration in delivering messages, namely simple, credible, and accurate news. The third advantage of the CERC model is that it is continuously updated from time to time, both in whole and in part. Updates are critical to adapt to developments in technology, media, and communication strategies (Ghofur, 2019).

Stage	Communication goal	Term used in this research to indicate stage
<i>Pre-crisis</i>	Risk communication → Create understanding of the risk among public and explain how the public might avoid or reduce the risk.	Pre-crisis stage.
<i>Initial event</i>	Crisis communication → Create understanding of the circumstances and consequences of the specific crisis and inform about how and where to get more information to cope with the crisis.	The crisis or event.
<i>Maintenance</i>	Crisis communication → Create more specific understanding of the circumstance and keep informing about how and where to get more information to cope with the crisis.	The crisis or event.
<i>Resolution</i>	Risk communication → Discuss the crisis event and specific consequences and warn for new or consequential risks of the crisis.	Post-crisis stage.
<i>Evaluation</i>	Risk communication → Create a link to the pre-crisis stage and describe what can be learned and done to avoid risk in the future.	Post-crisis stage.

Figure 2. CERC model phase (Reynolds dan Seegers, 2005)

The CERC model rests on six main principles: be first, be right, be credible, express empathy, promote action, and show respect. These six principles can be applied to government communications in handling COVID-19 (Enjang et al. 2020).

1. Be first

Be first is a principle that explains the need for urgency in handling (sense of urgency). It is one of the characteristics of a crisis (Sellnow and Matthew, 2013). The first principle needs to be applied to two things: 1) the dynamics of a pandemic taking place so fast, both the spread of the virus and the victims, and 2) the rapid circulation of information. It requires the government to have an outbreak management communication team to oversee information circulation and ensure that the public gets the first and accurate information.

Facing the COVID-19 pandemic, the Ministry of Finance formed a task force for handling COVID-19 through the Minister of Finance Decree Number 161 / KM.1 / 2020. The head of the work unit forms a team/officer to take the first countermeasures that include security/security and health units under the secretarial unit's coordination or the general division. Meanwhile, the head of the work unit of the Directorate General of Customs and Excise encourages the formation

of a Rapid Action Team (TGC) in the territory of the state entrance authority at airports/ports / cross-border posts through coordination with the Ministry of Transportation, Ministry of Marine Affairs and Fisheries (KKP), Immigration, Quarantine, airport/port/port/border crossing managers and other related parties. (Kemenkeu, 2020b).

2. Be Right

This principle is carried out to overcome the uncertainty of the COVID-19 crisis, which is conveyed quickly and accurately. This principle is essential to prevent false information (hoaxes) about COVID-19. One of the successes of communication during a pandemic is the extent to which it can overcome uncertainty and scams that circulate (Vaughan and Tinker, 2009). Wang et al. (2019) have noted the number of hoaxes circulating health issues such as pandemics and vaccines. Hoax in the health sector is very dangerous because it can slow down and prevent handling problems, even threatening life safety. In a crisis like a pandemic, it is easier for people to believe in hoaxes and conspiracy theories psychologically (Stein et al. 2021). Research from Fitriyah et al. (2021) shows that it is necessary to provide Health Education during the learning process to avoid hoaxes related to COVID-19 during online learning.

In this regard, regional task force leaders and work units of the Ministry of Finance in the regions proactively coordinate with local governments and the local Regional Disaster Management Agency and monitor information on the development of COVID-19 in their regions. Besides, the Ministry of Finance provides a special page (<https://www.kemenkeu.go.id/COVID19internal>) which becomes a reference for information on the prevention and control of COVID-19, including information on rules and policies in the New Normal period for employees. Ministry of Finance. It is done to ensure the accuracy of the information. The Ministry of Finance also provides a contact center related to health, WFH policies to complaints via 021-3846077 (call), 081292762250 (WA), and response. corona@kemenkeu.go.id (e-mail). In addition, regarding IT support related to WFH operations through (021) 3451165, (021) 29225900, (021) 3449230, ext: 4100 (call), 08119910340/085282321366/085282321365 (WA), and servicedesk@kemenkeu.go.id (e-mail) (Kemenkeu 2020b).

3. Be Credible

In the CERC model, public trust results from an open and empathetic communication process (CDCP 2014). The communication team's credibility relates to the extent to which they are open to the public about known and unknown information. Also, institutions in charge of dealing with pandemics must treat the public as adults who can think healthily. It is because there are restrictions on information aimed at avoiding panic in the community. Complete information is an essential consideration for the communities to behave and make sensible decisions. Dishonest limits and disclosure of information will only reduce public trust (Enjang et al. 2020). Credibility is also crucial in building mutually beneficial relationships with journalists/media (Wibawa, 2018).

With the formation of a task force for handling COVID-19 within the Ministry of Finance, it is hoped that it can carry out its duties optimally. Also, through coordination with local governments, Regional Disaster Management Agencies, Rapid Action Teams, and work units, it is hoped that the credibility of the information is conveyed to employees within the Ministry of Finance in particular and the public in general.

4. Express Empathy

This principle is related to the concern and partisanship of the government towards stakeholders. The government needs to show genuine respect for the community and victims exposed to the virus through words and other communication expressions. For example, the spokesperson for the COVID 19 task force needs to convey the challenges and difficulties of society in facing this pandemic and what the government is doing to overcome these challenges and problems (Enjang et al. 2020).

The Ministry of Finance's concern and support for stakeholders is carried out by ensuring that the facilities and infrastructure prevent the spread of COVID-19 (such as thermal scanners, masks, gloves, hand sanitizers, sterilization booths, vitamins, etc.) are fulfilled for employees. The procurement of these infrastructure facilities can be done by optimizing the existing budget, namely the account for the procurement of drugs and immune enhancers can use other operational expenditure accounts.

5. Promote Action

This principle encourages the government to deliver concrete recommendations about what needs to be done or prepared to face a pandemic. However, this principle will work if the government can build public trust (Siegrist and Zingg, 2014) and implement the four previous principles: fast, accurate, credible, and empathetic (Enjang et al. 2020).

The real action taken by the Ministry of Finance is to issue regulations related to health protocols for Ministry of Finance employees as recommended by the government. These regulations are for example SE-2 / MK.1 / 2020, SE-4 / MK.1 / 2020, SE-5 / MK.1 / 2020, ND-352 / SJ / 2020, and SE-7 / MK. 1/2020. These regulations contain advice and guidance for all employees, staff managers, and unit leaders in encouraging and preventing the spread of COVID-19 within the Ministry of Finance. The appeal includes the prohibition of physical contact; utilization of information technology facilities for meetings, seminars, outreach, workshops, and the like; healthy lifestyles; prohibition on official travel; be cooperative to carry out Health checks or early examinations, etc. Employees who test positive for COVID-19 and affected families are entitled to full medical services.

The Regional Task Force leaders can submit a proposal to assist the Ministry of Finance for Care, determined by the Ministry of Finance Secretary-General (Kemenkeu, 2020b).

6. Show Respect

To ensure communication can be carried out effectively, the government needs to respect stakeholders' various expressions and experiences in dealing with a pandemic. The awards given will encourage more robust cooperation between stakeholders in the pandemic's face (CDCP, 2014). The awards given must be carried out sincerely and not only intended to build an image which is often the main goal in communication activities with public government agencies (Alfiani et al. 2018).

The Ministry of Finance has carried out a good synergy with stakeholders, namely with the Ministry of Health, the National Disaster Management Agency, local governments, and taskforces in regional work units. The head of the regional task force coordinates with the Ministry of Finance's COVID-19 Handling Task Force if obstacles and obstacles are found in handling COVID-19 in their area. Heads of regional task forces and work units of the Ministry of Finance always follow the latest situation related to COVID-19 by accessing the central and local governments' official websites that provide official information on the development of COVID-19. It aims to increase human resources' capacity at the country entrance and the ranks of Ministry of Finance employees in dealing with COVID-19 (Kemenkeu, 2020b).

In addition to the CERC model that can be applied in crisis communication, Coombs (2020) introduces six demands for future crisis communication consisting of (1) anxiety, (2) empathy, (3) efficacy, and (4) fatigue, (5) reach, and (6) threats. These six crisis communications are explored through the model The Extended Parallel Process Model (EPPM). The EPPM model of health communication is an excellent framework for approaching public health crisis communication. EPPM guides in designing effective health communication messages. In EPPM, the preferred measures are hazard control, such as washing hands properly, maintaining social distancing, and self-isolating. EPPM articulates the key factors that can cause a person to control the desired danger or an unwanted fear of control.

Flexible Working Space (FWS)

The term remote working is not new. In 1950, Norbert Wiener used the term telework for remote working. Then in 1974, the term telecommute was known, which focused on reducing traffic. In 1980, Alvin Toffler introduced the idea of telework in three stages, namely 1) in 1970 as an effort to reduce commuters and energy consumption, 2) in 1980 as a work flexibility arrangement, and 3) in the 1990s as a workplace design arrangement, facility management, time and workspaces to boost productivity and effectiveness (Siddhartha and Malika, 2019). The concept of remote working began to receive many parties' attention at the end of the 20th century, with the emergence of information technology and personal computers (Asgari et al. 2016).

Heathfield (2021) describes various work schemes, namely, working freely (flexible schedule) and working remotely (telecommuting). Flexible working allows employees to work more freely so that employees can balance work and life. Working remotely (from home or other locations outside the office) is a flexible work arrangement that allows working away from the office all or part of the time. Mungkasa (2020) explains that remote working can be categorized into three types, namely 1) working from home (telecommuting), 2) working from a branch office located near your home or satellite offices, and 3) working anywhere in the world outside the office as needed (mobile work).

Mungkasa (2020) explains that remote working provides benefits for employees and employers. Employees' benefits include providing a balance between work and family life, reducing travel time to the office, saving fuel, controlling work schedules and atmosphere, and choosing to work when the mood is good. Meanwhile, employers' benefits are encouraging work morale, reducing laziness and absenteeism, reducing worker turnover, and strengthening its image as a family-friendly workplace. However, working remotely also has problems or problems. Some of the difficulties employees face include difficulties in coordination, no clear boundaries between the office and home, even the tendency to work time are unlimited, and employees look like unemployed and impact relationships with neighbors and family. Meanwhile, remote working has several obstacles for organizational leaders: difficulty adjusting, arranging meeting schedules for jobs that require high cooperation intensity, limited working

flexibility for types of work that need a direct meeting with customers, some workers cannot work without supervision.

The success of remote working depends on several determinants. Budhiekusuma et al. (2017) describe the factors that support the development of the concept of working from home in several developed countries: government support, availability of preliminary studies supported by trials, there is a stakeholder collaboration forum, development of a national development plan, determination of appropriate types of work and the right workers, setting work standards based on best practices, providing incentives for companies that apply for remote work, and full commitment from the organization. Overmyer (2011) concluded that the key to success in remote work depends on 1) the commitment of the leader, 2) standard views among leaders, 3) formulating policies that accommodate the expectations, roles, and responsibilities of the parties, as well as the mission of the organization, 4) leadership and employee training, 5) employee eligibility mapping, 6) internal initiatives addressing change, 7) performance management that is measurable, easy to understand, achievable, and supports institutional goals, 8) communication between superiors, employees and the work team remains as easy as when working in an office, 9) documenting agreements and easy-to-reach guidelines, 10) data and information security protection, 11) cost efficiency, 12) the ease of the registration process.

Flexible Working Space: Before and During the COVID-19 Pandemic

After 1995, there was an increase in telecommuter workers in the United States, from 8.5 percent to 11 percent in 1997. Based on data from the United States Central Bureau of Statistics, the number of remote workers in the United States increased from 18.7 percent in 2004 to 23.3 percent in 2014 (Ohio, 2015). In 2015, the number of teleworkers in Europe varied. Denmark is a country that has the greatest number of remote workers, reaching 36 percent, while Italy is the least, at 5 percent (Eurofound, 2020). Meanwhile, in Indonesia, there is no actual data on working remotely. However, since the beginning of 2020, the Ministry of National Development Planning/Bappenas has launched a remote work trial, namely, Flexi work (Mungkasa, 2020).

With the presence of COVID-19, the implementation of working from home is a must. For example, several large companies in the United States have implemented work at home since the beginning of the COVID-19 outbreak, including Microsoft, Amazon, Twitter, Google, Facebook, Linked In, and Zoom. Meanwhile, China is carrying out fully working from home, even though many organizations are not yet ready to implement it. The main obstacle is the culture of distrust of the leaders towards employees. Likewise, in Japan, cultural factors become an obstacle in implementing working from home. However, the Japanese government has provided subsidies to small and medium-sized companies to help with the cost of introducing and implementing work from home (Hess, 2020).

The views of employees regarding the application of workspace flexibility during the COVID-19 pandemic show exciting results. The research conducted by Okta (access-management company) in the UK of 6,000 workers across Europe showed results: around 75 percent of employees still want to work from home, about 17 percent want to work from home entirely, and the rest want to work from part-time homes time. The results also showed that respondents reported increased productivity due to more time and less distraction. Meanwhile, the concern that without adequate supervision can reduce productivity has not been proven (Leprince-Ringuet, 2020). Another study by research firm Valoir showed that 1) about 40 percent of employees working from home during the pandemic era wanted to work full time from home, 2) about 1-3 percent of employees thought their productivity had decreased, 3) about 10 percent of employees worked more than regular working hours, 4) around 33 percent of employees stated that social media was a significant distraction at work, 5) around 75 percent felt they had full support from the office, and 6) about a third of respondents were concerned about the survival of the company and work (Afshar, 2020). Furthermore, research from Barus (2020) shows that teachers' cognitive aspects negatively affect work from home during the COVID-19 pandemic, while affective and conative elements have positive perceptions. 54.5 percent of teachers had positive perceptions regarding the implementation of work from home during the COVID-1 pandemic, while the rest had negative perceptions.

In implementing FWS, the Ministry of Finance has conducted a survey related to employee perceptions during FWS implementation. The survey was conducted on 18,254 employees of the Ministry of Finance from all echelon I units at central and regional levels from April 14th to 16th, 2020. The survey results are as shown in Figure 3.

As many as 81 percent of employees stated that their work could be arranged at home or in the office. 61.1 percent of employees think that the effectiveness of working while working from home is more or less the same as working in an office. When working from home, 75.1 percent of employees use personal computers/laptops. 92.5 percent of employees use chat applications such as WhatsApp to coordinate while working from home (Kemenkeu, 2020).

Kemenkeu (2020) explains that the implementation of workspace flexibility in the Ministry of Finance as a follow-up to COVID-19 is carried out by issuing related regulations, including the following:

1. Regulation of the Minister of Finance of the Republic of Indonesia No. 38 / PMK.02 / 2020 concerning the Implementation of State Financial Policies for Handling the 2019 Corona Virus Disease (COVID-19) Pandemic and/or Facing Threats That Endanger the National Economy and/or Financial System Stability.
2. Circular No. SE-10 / MK.1 / 2020 concerning the Use of Electronic Service Manuscript Applications (Nadine) in Implementing Duties and Functions with the Work from Home (WFH) Method in the Ministry of Finance.
3. Circular No. SE-11 / MK.1 / 2020 concerning Confirmation of Work from Home (WFH) Implementation Period and Large-Scale Social Restrictions in the Context of Preventing Corona Virus Disease 2019 (COVID19) for Employees within the Ministry of Finance.
4. Circular No. SE-15 / MK.1 / 2020 concerning the Implementation of Work from Home (WFH) and Limitation of Travel Activities Abroad / Cities and Leave in the Context of Corona Virus Disease 2019 (COVID-19) Prevention for Employees within the Ministry of Finance.
5. Circular No. SE-16 / MK.1 / 2020 concerning Confirmation of the Work from Home (WFH) Implementation Period and Limitation of Travel Activities Abroad / Cities and Leave in the Context of Corona Virus Disease 2019 (COVID-19)

Prevention for Employees within the Ministry of Finance.

6. Circular No. SE-18 / MK.1 / 2020 concerning Implementation and Administration of Leave for Ministry of Finance Employees during the Corona Virus Disease 2019 (COVID-19) Disaster Period.
7. Circular No. SE-22 / MK.1 / 2020 concerning the Ministry of Finance's Work System during the Transition Period in the New Normal Order.

Internal Communication

Argenti (2017) states that an organization needs internal communication between superiors and subordinates to maintain relationships to open to each other in terms of work. Good internal communication requires participation from associates to manager to convey ideas, constraints, and opinions. Participation is considered essential to maintaining employee engagement at all levels of the organization without prioritizing job responsibilities. Also, participation can encourage cohesiveness between employees and superiors (Agustini and Purnaningsih 2018). Furthermore, communication management is a significant factor as a management tool. Internal organizational factors are closely related to the communication factors that shape a communication strategy's design from a communication perspective. Internal communication will occur if a two-way dialogue is created and, at the same time, a positive impression on the organization. Besides, it is necessary to optimize roles to facilitate relationships between organizational personnel and build an environment that supports internal corporate communication (Sahputra, 2020).

The best way to assess the effectiveness of a company's internal communication efforts is to determine employee attitudes about the company (Argenti, 2017). Agustini and Purnaningsih's (2018) research shows two-way communication, interpersonal skills, awareness and risk culture, clarity of messages, frequency of messages, periodic learning, risk management, internal communication structures, and management knowledge has shown promising results. However, the aspect of internal communication that is considered the most influencing organizational culture is leadership strength. It shows that the leader's role can be a good example for its employees, provide direction and start with a good communication process to get a positive response from its employees at work and produce maximum work results.

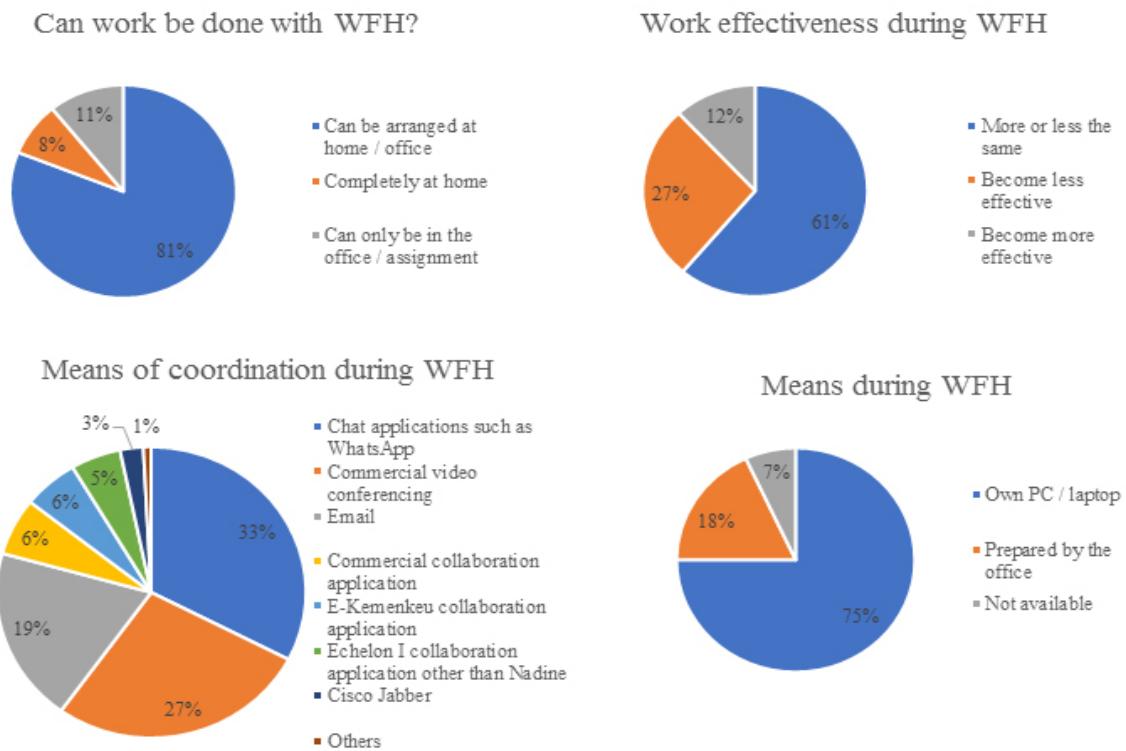


Figure 3. Perceptions of Ministry of Finance employees regarding the application of work flexibility (Kemenkeu, 2020)

Effective internal communication can improve employee work discipline, improving performance (Udayanto et al. 2015). Conversely, if this communication is hampered, there will be differences in understanding the organization's mission, adding, or reducing information that results in different jobs, and lowering employee morale (Harivarman 2017). To overcome this, WMT (2018) implemented a hear to listen program that focuses on its employees' mental health. This program encourages employees to pay attention to the mental health of themselves and their colleagues. This program is an award from the Institute of Internal Communications in the Mental Health Awareness Campaign category. BC Pension uses the podcast as one of the internal communication media. The podcast is divided into two, namely Podcast 1: at the table with Laura (CEO to employees) and Podcast 2: StaffCast (between employees).

Mungkasa (2020) explains that in formulating policies, organizations must be based on fundamental issues, namely feasibility, availability, schedule arrangements, responsespeed, productivity measures, office equipment, technical support, employee dismissal, and the physical environment. Organizations need to determine an appropriate position for remote work, which is clearly defined in the policy. If the organization implements

WFH, the policy regulates the schedule, company support, and employees. Schedule arrangements based on an agreement to avoid jealousy among employees, including determining compensation for employees who do not get WFO facilities. Besides, the speed with which employees respond to inquiries or requests for data from the office will eliminate any suspicion or concern about WFH. Related to employee productivity, organizations need new methods to measure employee productivity. WFH requires supporting devices such as computers, laptops, printers, etc., which must be stated in the policy. Technical support is needed to anticipate any obstacles in WFH. The range of control and the physical environment during WFH must also be outlined in its policies.

From the results of the Ministry of Finance employee perception survey regarding the application of working from home, employees stated that they were ready to start a new normal in work through the provision of appropriate information and communication technology. Besides, employees want to work from home twice a week. The organization is expected to be able to provide collaboration facilities and enhance collaboration features on the e-Ministry of Finance application to support the effectiveness of working from home. Besides, the Ministry of Finance

offers supporting infrastructure in the form of office automation to run FWS. The supporting infrastructure includes video conferencing of the Ministry of Finance, e-Ministry of Finance, Ministry of Finance e-Dropbox, My Task, Nadine, online presence, and Ministry of Finance e-mail. The next step is to map the types of work that FWS can and cannot apply. Furthermore, the FWS business process is compiled, workload analysis calibration, performance measurement, and the supporting network's optimization. The success of FWS requires the participation of all Ministry of Finance employees, which in the end, this FWS will become the culture of the Ministry of Finance (Hadiyanto, 2020).

Managerial Implications

In facing crisis conditions, the Ministry of Finance can adopt the Crisis and Emergency Risk Communication (CERC) model to communicate crisis. Besides, pandemic conditions will undoubtedly result in work patterns where employees can work from home or flexible working spaces. The success of a flexible working space requires internal communication so that all employees understand this new work model. The Ministry of Finance will also immediately formulate policies, guidelines, and facilities related to its implementation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The Ministry of Finance needs to communicate the crisis to all its stakeholders. It is in the face of urgent situations, such as the COVID-19 pandemic. Crisis communication can be done by adopting the Crisis and Emergency Risk Communication (CERC) model, which consists of six main principles, namely be first, be right, be credible, express empathy, promote action, and show respect.

The successful implementation of Flexible Working Space (FWS) as a follow-up to COVID-19 and new norms in working at the Ministry of Finance requires the provision of appropriate information and communication technology, provision of collaboration facilities, and improvement of collaboration features in the e-Ministry of Finance application, mapping of types of work that can be and cannot be applied to FWS, preparation of FWS business processes, calibration of

workload analysis and performance measurement, and optimization of supporting networks.

The success of FWS requires the participation of all Ministry of Finance employees so that internal communication is necessary. It is done so that all employees can better understand, anticipate and adjust to themselves. Internal communication is needed to pay attention to two-way communication, employee interpersonal skills, risk awareness and culture, clarity of messages/information, frequency of news/information, periodic learning, risk management governance, internal communication structures, management knowledge, and leadership strength. Besides, in formulating policies, organizations must pay attention to fundamental issues: eligibility, availability, schedule arrangements, response speed, productivity measures, office equipment, technical support, employee dismissal, and the physical environment.

Recommendations

This research focuses on crisis communication and internal communication related to Flexible Working Space in the government sector. Future research can be carried out in the private sector. The discussion scope can be developed related to external communication and reputation building and the influence of Flexible Working Space on employee performance. Besides, research methods can be developed not only for literature studies but also quantitative and/or qualitative practices.

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