
| RESEARCH ARTICLE

SWOT Analysis of the Implementation of *Work from Home* Policies from the Point of View of Employees and Leaders at Budi Luhur University

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| ABSTRACT

In early 2020, the global Covid-19 pandemic hit the globe. The pandemic has spread to 212 countries as of early May 2020, including Indonesia. One way to reduce the spread of covid-19 is for the Indonesian government to establish a policy of working, learning and worshipping from home since the beginning of 2020. The impact of the policy for companies, the industrial world, government agencies and educational institutions is the application of the concept of working from home or *Work from home*. One of the private educational institutions, Budi Luhur University, with more than 500 employees, has implemented a *Work from home* policy since the end of February 2020. All employees, lecturers, and education personnel are still required to be productive in carrying out their respective duties and responsibilities. This study analyzed the advantages, disadvantages, opportunities and challenges of implementing *work from home* policies from the perspective of employees and leaders at Budi Luhur University. This analysis is done using SWOT methods and quantitative research methods. This research hopes that it can be used as a basis for decision making or policy for the leadership of Budi Luhur University related to the pattern of working from home or *Work from home*.

| KEYWORDS

Work from home, Swot, Employees, University Leaders

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1. Introduction

In 2020, the whole world was shocked by the presence of the coronavirus (SARS-CoV-2), which was first known in Wuhan, China. More than 198 countries have confirmed positive cases of the corona. The spread of covid-19 occurs very quickly and is transmitted through human-to-human contact. Until now, the covid-19 virus is still a concern for all countries to watch out for because it is very deadly, and there has been no cure or vaccine.

To overcome the covid-19 virus that is rapidly spreading, almost all heads of state around the world take swift action and care for the safety of their people by shutting down schools offices, banning crowds, including travelling abroad. This policy is very influential on all sectors of life that can create a human order of life that was never predicted before.

In tackling the spread of covid-19, the Government of Indonesia issued a psbb policy (large-scale social restrictions) so that the covid-19 response can be carried out in an integrated manner in each region. Activities restricted in the PSBB include school and workplace activities and activities, worship and religion, activities and activities in public places and public facilities, public transportation operations, social activities, and other activities included in public defence and security.

For workers, the impact of the PSBB policy is to force them to do *work from home* applied from schools, universities, and offices. However, this policy reaps pros and cons among people who are not used to working from *home*. *Work from home* is defined by how employees work outside the office, where the place of work can be adjusted to the wishes of employees who have high

flexibility, such as in cafes, restaurants, hotels, etc. *Work from home* has been known for 40 years but uses different terms. Some of these terms include remote working, *teleworking*, *remote working*, *distance working*, *mobile working*, and *telecommuting*. In general, the habit of *working from home* can not be made optimally in some fields of work because most companies do not have the readiness to implement a work from home system. Companies can implement *Work from home* effectively if facilities or applications and regulations have been provided that can support the implementation of work from home. For companies that have done work from home, of course, they have their own policies that have been adjusted to workplace conditions and types of work, such as dividing work shifts in two to take turns working at home and in the office for the sick or aged 50 years and over or who have just returned from abroad are not required to enter the office.

Work from home is like a double-edged sword. Working from home makes it more productive for some people than in the office, but not a few whose work is not finished when working from home because of several things. Some tips or steps so that work from home can run effectively include knowing the work time limit. If it is not limited, then work from home can be like working overtime and separating the workplace from the place of rest to distinguish work time from rest time. Disorders that often arise with work from home is the lack of intensity of communication between colleagues that can result in a lack of accuracy of work coordination, so the need for information technology is needed to support work productivity for the better.

Budi Luhur University has been *working from home* since March 2020, taking into account the call of the Governor of DKI Jakarta to temporarily suspend service and office activities to prevent the spread of covid-19. Thus office service and administration activities are closed so that these activities are carried out work from home (*online*), and security officers, technicians and janitors continue to carry out their work on a *shifting* basis where this work is a job that cannot be done *work from home*. Through the relaxation of PSBB, the implementation of *work from home* is regulated scheduling where office activities have been opened with the provision of complying with the covid-19 protocol, work schedules are narrowed, and the number of employees is limited to 50% entry and the rest of work from home.

Although Budi Luhur University issues a *work from home policy*, all employees, lecturers, and education personnel are required to remain productive in carrying out their respective duties and responsibilities. Some studies say that the application of work from home has advantages that can even increase employee productivity, but there are also some other studies that have the opposite conclusion (Mungkasa, 2020).

Some research on the attachment of employees in Indonesia to organizational culture, among others (Nirmala, 2010, Ayu et al., 2013), mentions that organizational culture affects employee work attachment. Then Megani (2012) produced that employees who have high work attachments are better equipped to change compared to employees who do not feel work attachment. So that it can be concluded from both studies is that there are advantages and disadvantages of employee work attachment in the organizational culture in Indonesia.

Not many do research related to the relationship between *telecommuting* and employee work attachment. Boeh at Wright Patterson Air Force in 2003 study examined differences in job engagement between employees who were given the opportunity to telecommuting and those who were not. The study results showed that there was no significant difference in employee engagement between the group of employees who telecommuting and those who did not. A subsequent study by Gallup in 2013 and reported in *the State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders* found that employees who were allowed to do 20 percent of their jobs *telecommuting* were the employees who showed the highest levels of work engagement. While the level of employee engagement decreases if they are given more telecommuting opportunities, the decline does not differ much.

Therefore, this research will analyze the advantages, disadvantages, opportunities and threats of implementing *work from home* policies from the perspective of employees and leaders at Budi Luhur University. This analysis is done using SWOT methods and qualitative research methods to get the right and objective viewpoint. This research will formulate qualitative instruments that will be distributed to respondents who come from the elements of employees and leaders at Budi Luhur University. This research is expected to be used as a basis for decision making or policy for the leadership of Budi Luhur University related to the pattern of working from home or work from home.

2. Literature Review

2.1 Work from home

In general, *work from home* can be interpreted by how employees work outside the office. The work can be done from home, café or restaurant according to employees' wishes. The work *from home* system does have very high flexibility, where this work system supports the balance of employees between work and life. Other terms of *work from home* that have been known since 40 years ago are remote work, *teleworking*, *remote working*, *distance working*, *mobile working*, and *telecommuting*.

The researchers made alternative work-time-setting topics in their study because of feelings of insufficient time, such as *flexi-time*, *telecommuting*, and *work-life balance* practices in the past decade (Jackson and Fransman, 2018). Some of the terms used about this are *telecommuting*, *flexi-time*, *flexibility working*, to *telework*. Work systems like this also contain the understanding of flexible working / free where working hours are adjusted to existing conditions.

The term working remotely with time undergoes changes that were originally '*electronic homework*', which sounds ancient changed to '*telecommuting*', using the concept of Jack Nilles in 1973 (Nilles et al. 1976). Then '*flexi work*', a term better known in Europe. Various namings for remote working can be found in various writings, ranging from '*remote working*', '*distance working*' (Holti and Stern 1986) or '*outwork*' (Probert and Wajcman 1988). Others categorize it based on remote working forms such as '*homework*', '*alternative officing*' and '*mobile working*' (Gordon 1996).

Remote working is the work done by an employee (self-employed, homemaker) specifically, or only a certain time, at a location away from the office, using telecommunications media as a work tool (Huuhtanen, 1997). According to Konradt, Schmook, and Malecke (2000), remote working is intended to work in an organization that is implemented partly or entirely outside of conventional offices with the help of telecommunications and information services (DeRossette, 2016). Some researchers such as Crimando and Godley (1985), De Marco (1995), Handy and Mokhtarian (1995) define it in more detail by emphasizing the utilization of electronic equipment such as computers, mobile phones, email and database services in the network (Asgari, 2015).

2.2 The Impact of Telecommuting on Organizations and Individuals

According to (Sadida and Febriani, 2016), from the company side, implementing telecommuting can reduce costs associated with employee physical accommodation, such as property costs and property maintenance, as well as health facilities costs due to the decrease in the number of sick employees (Meadows, 2007). Heneman and Greenberger (2002) and Johnson (2004) proved in their research that employees in virtual organizations survive working for long periods of time, thereby reducing the cost of recruiting new employees.

While from the employee's point of view, *Telecommuting* is considered a privilege where they have the opportunity to work while organizing household chores, taking care of children in an emergency, etc. This causes feelings of "debt" in them that cause the feeling of guilt to take a break. Another impact of this is that employees work longer hours than colleagues who work in the office to still get the opportunity to work *telecommuting*.

The social and psychological impacts that may arise from *telecommuting* application include (1) The feeling of envy from employees who do not get the privilege. (2) Develop a culture of trust both between each other and with superiors. (3) Changes in organizational commitment and employee loyalty will decrease. Some researchers argue that because there is no togetherness between employees in one place, *Telecommuting* also increases feelings of independence in employees, and the frequency of being at home causes problems that occur at home is considered more important by employees than work problems.

3. Methodology

This study uses quantitative methods, where quantitative methods are based on the philosophy of *positivism* that aims to examine a particular population or sample. This quantitative method analyzes research data using statistics (Sugiyono, 2012). Based on this theory, data were obtained from a sample of the study population using survey research techniques conducted at Budi Luhur University located at Jalan Cileduk Raya, North Petukangan, south Jakarta. The population of this study is all permanent employees of Budi Luhur University amounted to 454 employees. According to Arikunto (Arikunto 2002), the population is defined as the whole of the study subjects. According to Sugiyono (Sugiyono, 2010), population is an object/subject with certain qualities and characteristics determined by researchers to be analyzed so that conclusions can be drawn.

Sampling from this study using *convenience sampling* methods defined by Sekaran (Sekaran, 2011) is a technique that collects information from members of the population who are willing to give it (Sekaran, 2011). The sampling process is determined using the formula Slovin (Riduwan, 2005):

$$n = \frac{N}{1 + N e^2}$$

Description:

n = number of samples

N = population

e = error tolerance limit

This study used a significant rate of 90% and an error tolerance of 10% by distributing questionnaires online to prospective permanent respondents (employees) who worked at the central campus of Budi Luhur University, Jakarta.

The data from this study is qualitative and quantitative data. The source of the data comes from primary data sources derived from observations and information from interviews with informants, namely from employees who carry out *work from home* and government parties involved in policymaking. While other data sources are secondary data sources where this data is taken from other sources that support this research, such as textbooks, magazines, journals, or research results from various relevant parties. Techniques in data retrieval in this study are carried out with observations, interviews, questionnaires, and documentation. The data is then analyzed using qualitative descriptive analysis and SWOT analysis. Qualitative descriptive analysis is by providing a review or interpretation of the data obtained to become clearer and meaningful compared to just numbers. The steps are data reduction, presentation of data with charts and text, then withdrawal of conclusions.

SWOT analysis is a tool for systematically formulating strategies of various factors to formulate the strategy of a study (Summary, 2013). This analysis is based on the logic that can maximize strengths and opportunities while simultaneously minimizing weaknesses and threats. According to (Summary, 2013: 83), the SWOT analysis matrix is illustrated in table 1 below.

	IFAS	Strength (S)	Weakness (W)
EFAS		Internal strength factors	Internal weakness factors
Opportunity (O)		SO strategy	WO strategy
External opportunity factors		Create strategies that use power to take advantage of opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
Threats (T)		ST Strategy	WT Strategy
External threat factors		Create strategies that use force to address threats	Create strategies that minimize weaknesses and avoid threats

Table1. SWOT Analysis Matrix (Summary, 2013:83)

The results of data analysis are presented descriptively interpretively, meaning that the results of the analysis are presented as is, while in certain parts interpreted in accordance with the prevailing theory and frame of mind. Presentation of data analysis results is done formally (photos, images, and charts) and informally in the form of narratives (words, sentences and statements). Thus, a clearer and in-depth picture of this research will be obtained.

4. Results and Discussions

4.1 SWOT analysis determines the strategy of implementing work from home policy at Budi Luhur University.

The swot analysis model is based on logic by maximizing strength and opportunity, and at the same time, minimizing weaknesses and threats. Knowing the internal factors (strengths and weaknesses) when reducing weaknesses at the same time can maximize strength. When minimizing the threat, external factors (opportunities and threats) can be magnified by opportunities.

With the SWOT Analysis model, researchers analyze several factors of *work from home* application strategies at Budi Luhur University in terms of internal and external factors. In internal analysis, researchers divided into two aspects: Strength/*Strength* and Weakness /*Weakness*. Based on strength analysis, it was found that with the implementation of *Work from home*, employees do not require transportation costs, which means that working from home will save expenses for employees while also saving travel time and reducing the stress of facing congestion on the trip. Flexible time and place will be very helpful for employees will not get bored quickly at work because they can choose where they want and the right time to finish the work so that it can be said that the work can be done casually. The other advantages/strengths of implementing this *work from home* work system are the creation of very high work productivity, reducing stress at work, no interference from colleagues, can bring new ideas, and creating relationships between families to be closer.

In terms of weakness analysis, researchers found some weaknesses of the *work from home* system; among others, there are often disruptions to coordinate with work. This certainly greatly hampers the course of a job that, in the end, the work can not be completed on time. In addition, adequate technological devices, such as computers, wifi, should already be available. The device must also be ensured to really support the work done at home, which can hamper the work. Indeed, work disruption with *the work from home* system certainly has special challenges. Disruptions in work must often occur such as; The atmosphere of a very crowded house (has many family members), not to mention people around who consider only at home alone, when in fact they are working remotely. For that, it is necessary to tell everyone that we are working from home. In the previous explanation, working from home can indeed be said to be more flexible; only not all jobs can use this *work from home* systems, such as security work, cleaning service, or other fieldwork. This is a weakness of *working from home*. In summary, the disadvantages of *work from home* include no regulation of hours for work, so that the rhythm of working hours is irregular, less maximal in maintaining the confidentiality

of data or documents related to work, boredom due to lack of work motivation that is not maximal, and requires higher electricity costs than usual.

The above explanation is some of the factors that occur internally. Researchers also found the results of the analysis of several factors that occur from outside / external. Researchers look at two external aspects, namely *opportunities* and *threats*. Looking at the opportunities, some opportunities from the system of working from home include the creation of more practical and simple work habits- Habits with practical and simple ways of working because *Work from home* is supported by technology and does not require complicated procedures. Technology helps work quickly, accurately and practically. High discipline awareness becomes a demand in the system of working from home. The main key so that *Work from home* can run optimally, namely it takes high discipline in managing work, for example by making a strict work schedule from hours from work to hours finished working, and it must be adhered to consciously from each person. Mastery of information technology is becoming faster. *Work from home* pushing to master technology cannot be denied. The need to learn technology and application needs has become a demand in order to exist so that people can no longer have a reason not to be able to master technology. In addition, several other opportunities include Working from *home* creating habits with structured work time; *working from home* can regulate work and play balance, can manage budget spending better (not wasteful), and more quickly develop application innovation to support smooth work.

Not only opportunities are analyzed, but researchers also found the results of analysis of several threats that occur in the application of systems working from home. Social activities become less and will form a more individualistic human being. *Work from home* limits the form of interaction between humans with each other so as to create human life individualism. This condition will certainly be contrary to the characteristics of humans as social creatures that need the existence of others. Not only that, there is no interaction with colleagues physically, so they do not know each other well. *Work from home* does not require physical contact because everything related to work is done using technology so that between colleagues will not know each other and will not form a good inner bond. In *work from home* system, another threat that will occur is that employees will prioritize the end result of a job so that they will ignore a process. Assessing work with *Work from home* is the end result, so the process or procedure in doing it is often ignored. For example, seeing the results of student assignment work, a teacher cannot see the process of doing students work because a teacher cannot supervise a student doing a task. In summary, researchers found the results of several external factor analyses of the threat aspect, namely *Work from home* will create unusual habits, and it takes a long time (trial and error) to find the right format, *Work from home* that is not right with the work will create stress levels in employees, then the policies taken will not be accurate, Because they do not know the actual conditions in the field, and with the work system *Work from home* becomes unable to distinguish companies that are completely closed and that are still operational.

4.2 SWOT Strategy Analysis

Determining the strategy of the SWOT approach can be calculated using a combination of weights by collecting information carried out through questionnaires with a target for the policy of implementing *work from home* based on the views of officials and employees at Universitas Budi Luhur. The questionnaire results were carried out with weighting calculations to then be further analyzed. Each respondent is free to enter a rating and weight according to his or her opinion for each component.

Weighting of internal factors and external factors to take the policy of implementing *work from home* is carried out with the following weighting criteria:

Table2. SWOT Weight Model

STS	Strongly disagree if the issue is irrelevant to current conditions
TS	Disagree if the issue is irrelevant to the current conditions
R	Hesitate if the issue cannot be justified
S	Hesitate if the issue cannot be justified
SS	Strongly agree if the issue is relevant to the current conditions

After going through the stages of collecting and processing questionnaire results based on weighting, the final value of weaknesses and opportunities-threats from the implementation of *work from home* policies is obtained. Furthermore, SWOT analysis uses Internal Strategy Factor Matrix (IFAS) and External Strategic Factor Matrix (EFAS).

Table3. Internal Evaluation Matrix

Internal Factors		Weight
Strength (S)		
S1	<i>Work from home</i> doesn't cost transport money	0,70
S2	<i>Work from home</i> in terms of time and place is very flexible	0,71

S3	<i>Work from home</i> can be done casually	0,51
S4	<i>Work from home</i> can create very high work productivity.	0,51
S5	<i>Work from home</i> does not cause stress at work, can manage your own work time	0,55
S6	<i>Work from home</i> is no distraction with coworkers	0,73
S7	<i>Work from home</i> can lead to new ideas to solve problems at work.	0,69
S8	<i>Work from home</i> will create closer family relationships.	0,81
S9	<i>Work from home</i> work will be completed faster	0,51
S10	<i>Work from home</i> is not bound by applicable company regulations	0,48

Internal Factors		Weight
Weaknesses (W)		
W1	<i>Work from home</i> often has distractions to coordinate with coworkers	0,65
W2	<i>Work from home</i> requires adequate technological devices (computers, wifi, applications etc.) that must be provided alone.	0,88
W3	<i>Work from home</i> often experiences disruptions in work because of the home environment that is not supportive.	0,56
W4	<i>Work from home</i> can't be done for any kind of work.	0,74
W5	<i>Work from home</i> does not support so it eliminates work motivation	0,40
W6	<i>Work from home</i> there are no clock rules for work, so the rhythm of working hours is irregular (it can be morning, afternoon, afternoon and evening)	0,69
W7	<i>Work from home</i> is less than optimal in maintaining the confidentiality of data, documents etc., related to work.	0,53
W8	<i>Work from home</i> feels bored quickly, so work is not maximal	0,46
W9	<i>Work from home</i> is often hampered by internet networks.	0,66
W10	<i>Work from home</i> requires higher electricity costs than usual	0,69

Table4. External Evaluation Matrix

External Factors		Weight
Opportunity (O)		
O1	<i>Work from home</i> creates more practical and simple work habits	0,65
O2	<i>Work from home</i> is required to work with high discipline awareness	0,81
O3	<i>Work from home</i> can speed up mastering information technology	0,76
O4	<i>Work from home</i> creates habits with structured work time	0,61
O5	<i>Work from home</i> can set work and play balance	0,63
O6	<i>Work from home</i> can manage budget spending better (not wasteful)	0,47
O7	<i>Work from home</i> will be faster to implement application innovation to support smooth work	0,69

External Factors		Weight
Threat (T)		
T1	<i>Work from home</i> reduces social activities that will shape people more individualistically.	0,61
T2	<i>Work from home</i> , there is no interaction with colleagues physically, so they do not know each other well.	0,54
T3	<i>Work from home</i> is the main priority, only the end result of work, so the process in work is ignored.	0,46
T4	<i>Work from home</i> creates unusual habits, which take a long time (trial and error) to find the right format.	0,61
T5	<i>Work from home</i> that is not right with his work will create stress.	0,60
T6	<i>Work from home</i> policy taken will not be accurate because it does not know the actual conditions in the field	0,55
T7	<i>Work from home</i> can't tell the difference between completely closed companies and those that are still operational.	0,49

4.3 SWOT strategy for implementing work from home policy at Budi Luhur University

In the swot matrix, there are four strategies: SO, which is a combination of strength and opportunity, WO strategy is a combination of weakness and opportunity, ST strategy is a combination of strengths and threats, and WT strategy is a combination of

weaknesses and threats. The implementation of *the work from home* policy has four strategies based on the weighting that has been obtained from each component, as follows:

1. SO Strategy (Strength - Opportunity)

SO strategy is a strategy that uses the power that *implements work from home* policies at Budi Luhur University to take advantage of opportunities. So strategies include having a harmonious relationship with family and working to remain productive. Good interaction in the family has been difficult to realize because the orientation only works, so that attention to the family is less one of its own advantages. The growth and development of children can be accompanied and can show great affection to the family. In order to create maximum work productivity, there must be working hours regulations to support *work from home* and, more importantly, must be disciplined in obeying the rules. This becomes important so that work can be focused and not disturbed with family. A high commitment to the rules of work time and time for the family can result in high work effectiveness. Another SO strategy is to create work flexibility in terms of time and place. The selection of a suitable place to be each job is more flexible coupled with working hours in accordance with the wishes and not bound by the company's formal working hours regulations. Thus, work can be more practical, simple and relaxed, especially supported by information technology it will be able to facilitate the work. Then cost and time efficiency can be put to good use for employees who work from home. Transport costs and other expenses can be minimized as best as possible. In addition, in terms of time will be more efficient as it will no longer need to have to go to the office by commuting, no need to experience congestion and jostling jams on the road.

2. WO Strategy (Weakness – Opportunity)

WO strategy minimizes the weaknesses that exist in implementing *work from home* policies at Budi Luhur University by utilizing opportunities, including the habit of using technological devices that force each employee to adapt in a new or modern way use technology. Obstacles in the use of technology will often be found in work systems like this. Problems that are often constrained are poor Wi-Fi connections, applications that are used a lot, and computer networks that have not been reached throughout the area. A balance between *work from home* and work from office must be created. The types of work that can be done with work from *home* are actually many, but nevertheless, there are some types of work that cannot be done with work from *home*, namely nurses, technicians, drivers, cleaning services, security guards etc. In order to carry out, such workers can be effective; there must be a clear work pattern or procedure arrangement so that the work both in the office and at home results can be maximized. Shifting systems can be an alternative. The shifting system will help companies to reduce the gap between workers. Another WO strategy from the study is overcoming barriers to work coordination. A problem that is often encountered in *work from home* is the existence of obstacles to interact to coordinate with colleagues. This is because the work time chosen by each person can be different; some are day, some are night, some are morning and so on. Circumstances like this can often result in work becoming lost in direction, especially if there must be a policy that must be quick to be decided. For this reason, it takes a high level of moral awareness and responsibility in work. In addition, the use of technology becomes a need that cannot be abandoned because to overcome these obstacles; there are two things that must be considered, namely the use of technology and the existence of high discipline in work. Applications are now widely provided to overcome the problem of obstacles in coordination, and in addition, compliance with applicable regulations is the key to success in working.

3. ST strategy (strength – threats)

St strategy uses the forces possessed in the implementation of *work from home* policies at Budi Luhur University to overcome threats, among others, namely Creating new habits of *work from home*. *Work from home* became a new habit, which previously maybe many people did not imagine the condition that occurred as it is today. Many problems arise with *working from home* because many do not have experience running *work from home*. It takes a long time to adjust the circumstances in applying for *work from home*. The next ST strategy is to set the balance in individual and social interaction. The application of *work from home* can interfere with social interaction because it is more inclined towards individualistic life compared to social life; policies for social distancing have reduced or almost cut physical relationships with each other, especially with their officemates. Then another ST strategy is to provide maximum service to other parties. If applying for *work from home* office is considered closed, the impression arising from the community does not run operations. This, of course, must be anticipated by showing outsiders that there are still operational activities or services by providing procedure information to other parties who have interests, using the web and applications that can be known by the wider community. Thus it can prove to others that even with work from *home*, productivity still remains high.

4. WT Strategy (Weakness – Threats)

The WT strategy is a strategy that minimizes the weaknesses that are owned in the implementation of *work from home* policies at Budi Luhur University and to avoid threats, among others, creating procedures to maintain document confidentiality. Every worker is obliged to always maintain the confidentiality of company documents; it is important that vital information about the company is not known to all parties. *Work from home* that has switched to working with a computer must be careful by ensuring maximum

work data security. To avoid making mistakes in accessing important data, the company must create standard procedures or procedures for using or accessing the data to avoid errors. Then the WT strategy is to encourage to have high work motivation. Motivation is the process of achieving goals and objectives that includes three models, namely intensity, direction, and persistence. However, motivation is essentially present in an effort to achieve any goal (Robbins, 2006:214). In *work from home*, it becomes a challenge to have high work motivation because many obstacles arise, such as many disruptions in work, especially the home environment, communication barriers and uncertain working hours. How to build motivation in work from home is to create a routine of interaction with colleagues, and paying attention to the work process to produce work becomes the main consideration. Another effort that must be made is providing training, task division, and job goal setting.

5 Conclusions.

Based on the results of research based on SWOT analysis on the implementation of *work from home* policy at Budi Luhur University can be concluded as follows:

Based on SWOT analysis at Budi Luhur University, implementing *work from home* policy during the covid-19 pandemic has strengths and opportunities that can be utilized to overcome weaknesses and threats in implementing *work from home*. *Work from home* as a new system for the most part. Many have not implemented the policy in full. Due to the condition of the covid-19 pandemic, almost all work must be done at home to prevent the transmission of covid-19. Based on the data of this weight taken by the top three, it can be known that the power possessed in implementing the *work from home* policy at Budi Luhur University is to create a harmonious relationship with family and work productivity is still high, can work with the time and place flexibly and will work more efficiently in terms of transport and time expenditure. While the weakness in implementing the *work from home* policy at Budi Luhur University is that it requires adequate technological devices, it cannot be done for all types of work, the absence of regularity of working hours, and the cost of listrik at home becomes higher than usual. However, there is an opportunity in implementing *work from home* policy at Budi Luhur University. Creating work with high discipline awareness can accelerate mastery of information technology, more quickly implement application innovation to support smooth work, and create work habits to be more practical and simple, while the threat in implementing *work from home* policy. At Budi Luhur University is going to create unusual habits, which take a long time to be able to adjust to the habit (trial and error), reduce social activities that will form a high individuality human being, and will cause stress at work if the type of work is not right to do with work at home.

The strategy in implementing *the work from home* policy at Budi Luhur University is

Strategy SO

- a. Having a harmonious relationship with both family and work remains productive (S8, S9, S4, O2, O5)
- b. Creating work flexibility in terms of time and place (S2, S3, S5, O1, O4)
- c. Cost and time efficiency (S1, O3, O6)

ST Strategy

- a. Creating new *habits of work from home* (S2, S3, S9, S10, T2, T5,)
- b. Setting a balance in individual and social interactions (S6, S8, T1, T2)
- c. Provide maximum service with other parties (S4, S9, T7)

WO strategy

- a. Habits of using technological devices (W1, O1, O3, O7)
- b. Creating a balance between *work from home* and work from the office (W4, W3, W6, O2, O4)
- c. Overcoming work coordination barriers (W1, W6, O2, O3, O7)

WT Strategy

- a. Creating procedures to maintain document confidentiality (W7, T4, T6)
- b. Encouraging high work motivation (W5, W8, T3, T5)

Based on the results of analytical research in implementing *work from home* policies at Budi Luhur University, the author provides advice that the application of *work from home* can be applied effectively and work productivity is increased:

1. To create effectiveness in work, before implementing *a work from home* policy, regulations, procedures, and supporting devices (applications, computers) must be prepared in advance to support and facilitate work from home.
2. Training to provide knowledge or familiarize the use of LMS applications for lecturers or other applications so that there is HR readiness in *work from home* and remain productive is crucial.
3. There needs to be a consistent policy against setting shift work for those who work at home and who work in the office so that operations do not stop and incoordination in taking policies can be fast.

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