

WFO into WFH or WFA with Balanced Scorecard (BSC) Framework in Jakarta Company

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Abstract—an IT strategy for succeeding form work from office (WFO) into remote work (WFH) and work from anywhere (WFA) is becoming increasingly important in today's digital era. The right IT strategy can enable companies to achieve maximum productivity, increase efficiency, and ensure data security. To achieve these goals, the IT strategy must include several essential elements. First, the reliable and secure network infrastructure must be available to ensure stable and secure remote connections to workers' devices. Second, collaboration and communication platforms that enable workers to work together and communicate easily must be available and integrated with the company's systems. In addition, data protection and information security must also be the IT strategy's main focus. Companies must ensure that all devices workers use, including personal devices, are encrypted and protected from cyber-attacks. Efforts must be made to ensure the security of data accessed and exchanged by workers across platforms and the company's systems. Finally, the IT strategy must include training and technical support for workers facing technical or security challenges. Proper training can help workers understand and effectively use the tools and technology used in remote work, while technical support can help them quickly and efficiently resolve technical issues. By implementing the right IT strategy, companies can ensure that they can work effectively and securely from anywhere, enabling them to achieve their business goals efficiently and keep up with current workforce trends.

Index Terms—IT Strategy, Work From Anywhere, Work From Home, Balanced Scorecard

I. INTRODUCTION

The development of information technology has changed the way we work and interact in our daily lives. In recent years, remote work has become increasingly popular, especially due to the global pandemic that has prompted many companies to adopt work from home (WFH) policies to ensure the health of their employees.

However, remote work is not the only option available to the workforce today. Some companies choose to return to the office and implement work from office (WFO) policies, while others choose to implement work from anywhere (WFA) policies, allowing employees to work from any location they desire.

In the face of these various work policies, the right information technology (IT) strategy is becoming increasingly important. The right IT strategy can help companies achieve maximum productivity, improve efficiency, and ensure data security.

In this paper, we will discuss effective IT strategies for success in various work policies, including WFH, WFO, and WFA Using Balanced Scorecard (BSC) Framework. We will discuss the key elements that must be considered in an IT strategy, including network infrastructure, collaboration and communication platforms, data security, and technical training and support for employees. By considering these elements and implementing the right IT strategy, companies can achieve success in various work policies and ensure long-term business success.

II. RESEARCH METHODS

In this research using a qualitative research study, a questionnaire was distributed to 20 individuals with the following questions:

- 1) Field or Industry
- 2) Job Title or Role
- 3) Job Description
- 4) Benefits of WFH
- 5) Disadvantages of WFH
- 6) Benefits of WFO
- 7) Disadvantages of WFO
- 8) Benefits of WFA
- 9) Disadvantages of WFA
- 10) Technologies used during WFH or WFA
- 11) Technologies needed during WFH or WFA
- 12) Mindset during WFH or WFA

III. DASAR TEORI

A. *Balanced Scorecard*

Balanced Scorecard (BSC) diciptakan oleh Robert Kaplan dan David Norton di tahun 1982. BSC sendiri merupakan suatu metode manajemen kinerja yang berguna untuk membantu organisasi mencapai visi dan strategi bisnis jangka panjang

dengan memetrikasi kinerja bisnis pada empat perspektif yang berbeda, diantaranya adalah:

- 1) Perspektif Keuangan Tujuan perspektif keuangan adalah untuk mengukur keberhasilan organisasi dalam mencapai tujuan finansialnya. Contoh dari perspektif ini adalah pembahasan matrix dari laba bersih, pertumbuhan pendapatan dan pengembalian investasi.
- 2) Perspektif Pelanggan Tujuan perspektif adalah berfokus pada pelanggan dan upaya organisasi untuk memenuhi kebutuhan pelanggan. Contoh dari perspektif ini adalah tingkat kepuasan pelanggan, pangsa pasar, dan waktu respon pelanggan.
- 3) Perspektif proses Internal Tujuan perspektif Proses Internal adalah digunakan untuk mencapai proses internal baik secara proses bisnis dan operasi. Contoh dari perspektif ini adalah waktu siklus proses, produktivitas, dan kualitas produk atau layanan.
- 4) Perspektif Pembelajaran dan Pertumbuhan Tujuan Perspektif Pembelajaran dan Pertumbuhan adalah

IV. PEMBAHASAN DAN ISI

A. Questionnaire Respondent Answer

• Work Form Home (WFH)

- 1) Positive aspects of WFH related to work
 - a) Higher time flexibility without transportation costs to the office.
 - b) Easier focus on tasks due to minimal disturbance and distraction.
 - c) Ability to improve the use of information technology.
- 2) Negative aspects of WFH related to work
 - a) Difficulty communicating if not accustomed to communicating through telecommunications media.
 - b) Disturbances from the surrounding environment and officer who cannot follow environment WFH and rules
- 3) Frequency item respondent answer in WFH :

TABLE I: WFH Answer Frequency

Area	Aspect	Question
WFH	Positive	Higher time flexibility without transportation costs to the office
		Easier focus on tasks due to minimal disturbance and distraction.
		Ability to improve the use of information technology
	Negative	Difficulty communicating if not accustomed to communicating through telecommunications media.
		Disturbances from the surrounding environment and officer who cannot follow environment WFH and rules

• Work from Office (WFO)

- 1) Positive aspects of WFO related to work
 - a) Ability to directly request data from authorized personnel.

- b) Ability to communicate directly and socialize with co-workers.

2) Negative aspects of WFO related to work

- a) Expensive transportation costs and long travel time.
- b) Distractions from the office environment.

3) Frequency item respondent answer in WFO :

TABLE II: WFO Answer Frequency

Area	Aspect	Question	Frequency
WFO	Positive	Ability to directly request data authorized personnel.	4
		Ability to communicate directly and socialize with co-workers.	9
	Negative	Expensive transportation costs and long travel time.	5
		Distraction from the office environment	3

• Work from Anywhere (WFA)

1) Positive aspects of WFA related to work

- a) Ability to work from anywhere and anytime.
- b) Ability to choose a more productive and inspiring location.

2) Negative aspects of WFA related to work

- a) Vulnerability to technical and communication issues if not accustomed to communicating through telecommunications media.
- b) Not flexible in terms of time and place for certain tasks.

3) Challenges of WFA related to work

- a) Difficulty interacting with family, children distracted by online games or other sites unrelated to learning material.
- b) Difficulties in dealing with damages that occur in the network or technology used.
- c) Difficulty concentrating when work is imbalanced and when looking for accurate numbers in work such as making financial reports in different places.

4) Frequency item respondent answer in WFA :

TABLE III: Technology Answer Frequency

• Technologies for WFA

1) Technologies used in WFA

- a) Google Meet
- b) Slack
- c) Clickup
- d) Excel
- e) DJP
- f) VB
- g) MySQL

2) Technologies required to support WFA

Supporting applications for WFA are easy-to-use and easy-to-integrate team management applications, project management systems, applications

Area	Aspect	Question	Frequency	Area	Question
WFA	Positive	Ability to directly request data from authorized personnel.	6	Mindset	Adanya batasan waktu kontak, baik antara atasan dan bawahan maupun sesama rekan kerja.
		Kemampuan memilih lokasi yang lebih produktif dan inspiratif.	5		Nada kalimat yang sopan dalam email.
	Negative	Rawan terjadinya masalah teknis dan masalah komunikasi jika tidak terbiasa berkomunikasi melalui media telekomunikasi.	5		Menyalakan kamera pada saat video call.
		Tidak fleksibel dalam hal waktu dan tempat untuk pekerjaan tertentu.	6		Aturan berpakaian yang rapi dan sopan.
	Challenges	Kesulitan berinteraksi dengan keluarga, anak-anak teralihkan dengan game online atau situs-situs lain yang tidak terkait dengan materi pelajaran.	3		Kemandirian dan kepercayaan diri dalam menyelesaikan pekerjaan tepat waktu.
		Kerusakan yang sulit diatasi jika terjadi pada jaringan atau teknologi yang digunakan.	5		Saling menghargai waktu dan fleksibel dalam meeting atau sesi kerja bersama.
		Sulit Fokus	3		

B. Applied BSC as a company strategy from WFO into WFA

Setelah mendapatkan data respondent, kemudian akan dihitung frekuensi per data dan diklasifikasikan kedalam 4 area sebagai berikut:

TABLE VI: Pembagian Area Balanced Scorecard

for automatic report creation. In addition, reliable and fast networks are also needed to support WFA. These technologies will help individuals and teams to efficiently and effectively complete their work in working WFA.

- 3) Frequency item respondent answer to technology used or requirement :

TABLE IV: WFA Answer Frequency

Area	Aspect	Question	Frequency
Technology	Used	Google Meet/ Zoom/Teams	9
		Slack	1
		Clickup	1
		Excel/GoogleSheet	4
		DJP (Taxing and Accounting Apps)	1
		VB (Programming Apps)	2
		MySQL (Database Apps)	2
	Required	Easy to used and integrated	5
		Project Management System	1
		Automatic based application	2
		Reliable and fast network	3

• Mindset and Values for WFA

- 1) Time contact limits, both between superiors and subordinates and among colleagues.
- 2) Determination of employee performance based on objective-based or time-based.
- 3) Polite tone in emails.
- 4) Turning on the camera during video calls.
- 5) Rules of neat and polite dressing.
- 6) Independence and self-confidence in completing work on time.
- 7) Respecting each other's time and being flexible in meetings or group chat
- 8) Frequency item respondent answer to technology used or requirement :

TABLE V: Mindset and Values for WFA

Arti	Area
C	Customer
F	Finance
I	Internal
L	Learning and Growth

Kemudian dari pembagian diatas kita kelompokkan menjadi 4 area disemua bagian:

TABLE VII: Pembagian Area Balanced Scorecard dan Deskripsi

Area	Aspect	Question	Frequency	Area
WFH	Positive	Higher time flexibility without transportation costs to the office	6	I, F
		Easier focus on tasks due to minimal disturbance and distraction.	2	L
		Ability to improve the use of information technology	4	L
	Negative	Difficulty communicating if not accustomed to communicating through telecommunications media.	8	I, L
		Disturbances from the surrounding environment and officer who cannot follow environment WFH and rules	5	I
WFO	Positive	Kemampuan langsung meminta data dari orang yang berwenang.	4	I
		Kemampuan berkomunikasi secara langsung dan sosialisasi dengan rekan kerja.	9	L
	Negative	Biaya transport yang mahal dan waktu perjalanan yang lama.	5	F
		Distraksi dari lingkungan kantor.	3	I
WFA	Positive	Ability to directly request data from authorized personnel.	6	L
		Kemampuan memilih lokasi yang lebih produktif dan inspiratif.	5	L
	Negative	Rawan terjadinya masalah teknis dan masalah komunikasi jika tidak terbiasa berkomunikasi melalui media telekomunikasi.	5	C
		Tidak fleksibel dalam hal waktu dan tempat untuk pekerjaan tertentu.	6	L
	Challenges	Kesulitan berinteraksi dengan keluarga, anak-anak teralihkan dengan game online atau situs-situs lain yang tidak terkait dengan materi pelajaran.	3	L
		Kerusakan yang sulit diatasi jika terjadi pada jaringan atau teknologi yang digunakan.	5	L
		Sulit Fokus	3	L

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The preferred spelling of the word “acknowledgment” in America is without an “e” after the “g”. Avoid the stilted expression “one of us (R. B. G.) thanks . . .”. Instead, try “R.

B. G. thanks. . .”. Put sponsor acknowledgments in the unnumbered footnote on the first page.

REFERENCES

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