

Telecommuting Concepts, Applications & Learning

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Abstract: Working remotely or working does not have to be an office solution when a job is not possible to do at work. Working remotely is also intended to provide flexibility for employees in completing their work anywhere and anytime, with the use of modern communication and information technology. For agencies / companies, productivity and operational efficiency are the driving force for implementing flexible work. Free work has beneficial opportunities for employees and organizations through the support of positive work behaviors such as commitment, motivation and job satisfaction, and good performance. However, remote work or free work is not yet fully acceptable. The need for employees to socialize, exchange data becomes an obstacle so as to reduce productivity. Work From Home (WFH) as the implementation of remote work and does not have to be in the office should only be at a certain time, not carried out for a long time or even become regular, that is when it requires changes in atmosphere, emergencies or the presence of certain needs that require being in home as in the current situation of the current Covid-19 pandemic. In addition, minimum requirements are needed that should be met as a support so that work from home becomes quality.

Keywords: Work remotely, work freely, flexible work, work from home (wfh)

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I. INTRODUCTION

Statements such as working 25 hours a day, not enough time, or working 24 hours a day 7 days a week have become common complaints. This feeling of insufficient time led researchers to focus on alternative work arrangement topics such as flexitime, telecommuting and work-life balance in the last decade (Jackson and Fransman, 2018). The term itself in English varies from frequently used such as telecommuting, flexy work, flexibility working, to telework. Working remotely also implies working flexibly, which means working hours are adjusted to the conditions.

The definition of working remotely develops over time. Initially the term used was 'electronic homework' which is the most ancient sound now. The term developed into 'telecommuting', using the concept of Jack Nilles in 1973 (Nilles et al. 1976). Then 'flexiwork', a term better known in Europe.

The definition of remote work is work carried out by someone (employee, self-employed, homemaker) specifically, or only for a certain time, at a location far from the office, using telecommunications media as a working tool (Huuhtanen, 1997). According to Konradt, Schmook, and Malecke (2000), working remotely is intended as a way of working in an organization that is carried out partially or completely outside the conventional office with the help of telecommunications and information services (DeRossette, 2016).

The definition of remote work or telecommuting has changed a lot since it was discovered 40 years ago. A cursory observation shows that the definition of working remotely involves at least 4 (four) things, namely (i) workplace choice, which refers to saving time / physical distance (tele); (ii) a partial or total substitution of daily commutes; (iii) intensity of long distance work activities; (iv) availability of communication and information technology. Nilles, known as the father of remote work, defines it as the phenomenon of workers who can reach information in the workplace utilizing technology without direct presence (Nilles, 1994).

There are 2 (two) types of working remotely namely working from home (home-based telecommuting) and working from a branch office (center-based telecommuting). As the name suggests, working from home shows the location of work at home by communicating to the office, while working from a branch / satellite office shows the location of work not at home but at the office closest to home. Using a transportation perspective, working from home reduces commuting completely, while working from a branch office only reduces travel distance (Asgari, 2015)

According to Heathfield (2019) there are various work schemes including working freely (flexible schedule), and working remotely (telecommuting), of course in addition to working fully to working temporarily. While working freely means that workers are allowed to work differently from conventional work time so that workers can balance work and life. Working remotely (from home and / or other locations outside

the office) is a free work arrangement that allows working away from the office all or part of the time. Some companies allow for remote work routinely but some only allow it at certain times as needed.

Flexibility is interpreted by Costa, Sartori and Akerstedt (2006) as a level of independence and individual decision making. The literature categorizes flexible work practices as office work-based practices and flexible locations (Grobler and De Bruyn, 2011); or free time (flexitime) and free location (flexiplace) (Munsch, Ridgeway and Williams, 2014). Kelly, Moen and Tranby (2011) refer to flexibility with schedule control, because flexible work choices can include contingent work, contract work and just-in-time staffing. Free working time requires the support of organizational culture (Galea, Houkes and De Rijk 2014), and it also needs to be understood that leaders need to be aware that staff go through various stages throughout their careers and their particular needs may change (Fransman 2015). The results show that flexible work such as free location (flexiplace / telework) and free time (flexitime), have a good effect on work-life balance (Hill et al. 2001).

Flexible working time (Flexi Time) is a work management system that gives employees more freedom in managing their working hours. Flexi Time is widely used by companies on a global scale, which is difficult if you have to equalize working time due to time zone differences in several countries. Flexi Time holds the principle that whatever time the employee enters, as long as the work is complete and the time spent meets the number of hours agreed in the work agreement. Below are some types of Flexi Time that are often used: a. Fixed Working Hours Work system that allows employees to be free to choose their work sessions every day according to company regulations as long as they meet the minimum amount of 40 hours a week. For example, the company gives employees the freedom to choose working hours provided that 25% of employees work between 7:00 and 15:00 hours; 25% of employees work between 8:00 and 16:00 hours; 25% of employees work at 09:00-17:00; and the last 25% of employees work at 10:00 to 18:00. b. Flexible Working Hours Work systems that allow employees to work as long as they meet the minimum amount of time are 40 hours per week. The number of hours worked does not have to be the same every day. c. Variable Working Hours Work systems that require employees to be present at certain hours in the office and employees can set their own rest time. For example, employees are required to enter every day at 09:00 to 13:00, and the rest can work remotely to meet at least 40 hours a week (Ayuna, 2019)

Another study concluded that there were 3 (three) categories of flexible work arrangements (FWA) namely flexi-time (free schedule), tele-homeworking (free space), and part-time (free time to work). In reality the three can be combined and complement each other according to their needs (Possenried and Plantenga, 2011). So working freely is defined as the ability of workers to control their own length of work, workplaces far from the office, work scheduling offered by the company.

II. LITERATURE REVIEW

The term remote work first appeared in the book *The Human Use of Human Beings Cybernetics and Society* by Norbert Wiener in 1950 which used the term telework (a term popular in Europe to date) (Siddhartha and Malika, 2016). While in 1974, the term 'telecommute' was first used in a University of Southern California report focusing on a project to reduce peak hour traffic funded by the National Science Foundation (Nilles et al, 1974). In 1980, Alvin Toffler introduced the idea of working remote (telework) in 3 (three) stages based on the emergence of "the third wave" (Siddhartha and Malika, 2016).

Throughout the 70s to 80s, working remotely in Europe was still underestimated. At that time, 'telework' was often referred to as 'electronic homework', meaning low-level office work from home, either on a full-time or part-time contract basis. Generally negative connotation. Remote workers are exemplified as housewives with children, separated from the office community, doing monotonous work for employers. Critical literature uses the term 'electronic homework' instead of 'telework' to emphasize the initial conditions of the home industry. Based on critical analysis, women have the potential to become remote workers (Jackson and Wielen ed., 1998)

The concept of remote work began to get the attention of many parties in the late 20th century, accompanying the emergence of communication technology and personal computers. The term telecommuting or "telework" became more well known in the 80s when workers were given the opportunity to complete assignments from home compared to coming directly to the office (Potter, 2003). At that time, the application of telecommuting work was done one day a week (Siha and Monroe, 2006). In the same decade, the remote work pilot program was initiated in various locations in the United States and in the 1990s many states, local governments, and companies implemented remote work. Driven by the development of information technology and international business competition, more and more organizations are implementing remote work (Asgari, 2015).

The application of remote work continues to experience growth, in 1995 in America alone there was an increase in remote workers (telecommuter) from 8.5% to 11% in 1997 (Force, 2000). Working distance began to get wide attention in the United States since the beginning of 2000 and is growing rapidly. Based on data from

the United States Central Bureau of Statistics, the number of long-distance workers in the United States continues to grow from 18.7% (2004) to 23.3% (2014) (Ohio, 2015).

At present, long-distance workers in America reach 3.2 million workers. The main reason is working more freely. If it includes self-employed workers, non-traditional field workers (eg construction), companies with all workers working long distances, and remote workers only 1 (one) day per week, then the number of remote workers will be around 30 percent of all American workers Union. A study states that about 80 percent of Americans want to work long distances at least part of their work time for a week (Ohio, 2015).

After the tragedy of the WTC and Pentagon attacks on September 11, 2001, the desire of workers for long distance work increased sharply. Most of their reasons are to avoid threats / accidents in the workplace, reduce anxiety at work and be able to get the job done better (Budhiekusuma, 2017).

Remote work that is now more popular with the term Work from home (WFH) has suddenly become a trending topic, as the 2019 corona virus outbreak (COVID-19)(Setyo, 2020a). Various countries, including Indonesia, are still plagued by COVID-19 outbreaks, until now the plague is still a global concern. The World Health Organization (WHO) has determined that the outbreak is a pandemic. The COVID-19 outbreak was first detected in Wuhan City, Hubei Province, China, in December 2019 due to a new type of coronavirus named SARS-CoV-2. The spread of this virus is thought to be through respiratory sparks (droplets) produced during coughing, sneezing, and normal breathing(Setyo, 2020b).

Based on the website of the Ministry of Health of the Republic of Indonesia Until May 26, 2020 at 14.00 WIB has been confirmed 5,304,772 global cases, 3,42,029 died with a global mortality rate of 6.4% while in Indonesia alone 188,302 cases with specimens were examined, 165,137 cases were negative, 23,265 confirmed cases 1,418 cases died, 5,877 recovered and 15,870 cases were treated.

With the worsening of the current global situation that threatens the health and safety and socio-economic life of the world's population, working from home or commonly called WFH, is one of the policies of the government in Indonesia and almost all countries in the world to overcome the COVID-19 outbreak in reducing the risk of transmission of the virus .

During an outbreak like this, the implementation of work from home can be linked to the provisions of Article 86 paragraph 1 of Law Number 13 of 2013 concerning human resources, which explains that every worker / laborer has the right to get protection for occupational safety and health. However, the implementation of work from the home system depends on the policies of each company because there are companies that cannot stop their business activities because it is related to health services, basic needs, and fuel oil (BBM). Companies that implement work from home now use online-based systems to complete their work such as zoom, email, WhatsApp and others.

III. DISCUSSION

It is fully understood that the benefits and disadvantages as well as the advantages and disadvantages of working remotely and working freely vary greatly depending on the preferences of each worker, company, government and even the community. In addition, the socio-economic character including location factors also influences the understanding of these benefits and disadvantages. Some of the benefits and losses have been agreed upon and become a common understanding, but some others are still not agreed upon and even become controversial.

In general, Heathfield (2019) in his book concluded the benefits of working remotely and freely are

1. The most important benefits are the freedom to mingle with the family, take care of family interests and live more comfortably. Working freely allows choosing the right time to work such as when you feel comfortable, and fresh
2. Working freely also allows choosing the right time in the office and outside the office or home. Thus, long distance workers can avoid congestion so as to reduce travel time and reduce stress levels. In addition, it saves time and reduces travel costs
3. Long distance workers feel the pleasure of being able to set their own schedule and work environment so that they feel like entrepreneurs. In addition, it makes it easier to prevent overloaded work. While the freedom of work allows to set a schedule with a partner so that it can reduce the cost of childcare.
4. The freedom to work increases morale, involvement and commitment to the organization. In addition to reducing employee turnover, absenteeism, and tardiness.
5. Offers to work remotely and freely increase the chances of getting above-average quality workers because it builds up the image of workers being able to choose to work according to their personal agenda.
6. 'Cloud' technology enables workers to obtain data and information from outside the office. For some types of businesses, this may increase length of office hours and service coverage. It is even possible to hire employees from locations with lower minimum salaries and reduce compensation without reducing quality. In addition to reducing office operating costs, due to reduced office area, the need for chairs, desks, computers, and other equipment.

As a comparison, a study conducted by Ohio University USA (Ohio, 2015) concluded that some things were the same and also different, namely:

1. American companies recognize the benefits of working freely, even though many consider it to only benefit employees. Working remotely saves costs that come from reducing costs per employee, increasing productivity that results in more income, and flexible wages.
2. In contrast to the general view that working remotely will reduce productivity, current statistics show the opposite. As many as 56 percent believe that remote workers have the same productivity as ordinary scheme workers, 24 percent believe that remote workers are more productive.
3. Remote workers focus more on their work, even providing more time than working in the office. Research shows 53 percent of remote workers work more than 40 hours a week. On average, long-distance workers work 5 (five) to 7 (seven) hours more than ordinary workers.
4. About 80 percent of remote workers say that working remotely makes it possible to adjust work-life balance. The flexibility available allows doing personal business without losing the opportunity to work. Sick condition still allows not to lose work time when working from home. The ability to control work-life balance contributes to reducing employee stress levels. Remote workers report reduced stress levels of up to 25 percent.
5. It is possible for companies to receive employees from various parts of the world at low cost through long-distance interviews. Companies can also reduce costs through reducing office space, stationery, telephone usage, and accommodation. A company with 100 workers remotely from home saves 1 million USD per year. For example, American Express long-distance workers produce greater business potential of 43 percent and Alpine Access increased sales by 30 percent and complaints decreased by 90 percent.
6. Company expenses can also be saved from employee salaries such as transportation and food allowances that are no longer needed. Long distance workers themselves can save from reducing transportation, food and other related costs during commuting.
7. Employee satisfaction is directly related to employee loyalty and the level of kebetahan. Long-distance workers who really like it are more satisfied and enduring. According to a study, 76 percent of long-distance workers are more loyal to companies.

Mokhtarian et al (1998), using San Diego data, categorized the benefits of working remotely in 5 (five) categories namely (i) individual benefits, (ii) stress, (iii) family, (iv) parental leave and (v) relocation . While long-distance work losses, known as 'internal constraints', are classified in 4 (four) categories, namely (i) workplace interactions, (ii) management visibility, (iii) office discipline, and (iv) commuter benefits. In addition, various external constraints such as lack of awareness, work mismatch and others (Asgari, 2015).

Various studies show that organizations / companies have various bases of introducing remote work, ranging from reducing costs and increasing competition to spur employees, strengthening work quality, improving company image and maintaining quality employees (Korte, 1996). In addition, it increases work-life balance, increases independence, and improves the quality of fighting spirit (Half, 2019).

Belanger (1999) states that there are 3 (three) main reasons for refusing to work remotely, namely the need to exchange data, be more productive working in the office, and the need to socialize with colleagues. Another reason for the lack of work time which results in low job satisfaction is the limited enrichment of direct learning (on-the-job) (Narayanan & Nath 1982). This rejection makes the benefit of working long-distance schemes doubtful, which then makes many remote workers more eager to prove the opposite (Half, 2019)

Personality turns out to have an effect on the impact of working remotely on employee performance. There are 5 (five) influential personality dimensions, namely conscientiousness, extraversion, agreeableness, openness to experience, and neuroticism (Digman, 1990; McCrae and Costa, 1987). Conscientiousness describes a person who can control impulses to be task oriented. They follow the rules and norms. Someone who is extraversion is enthusiastic and assertive. Agreeable describes someone who wishes to join a group. They are warm, trustworthy, generous, flexible. Someone who is openness to experience is open, and has a lot of life experience. Someone who is neuroticism is unpredictable, depressed. This condition is relatively unstable.

One of the concerns about working remotely is the lack of supervision so work time is reduced. This can result in cyberloafing, which is an activity of utilizing office internet facilities in working time to carry out activities outside of work (Lim, Teo, and Loo, 2002). However, the conclusions of other studies are contradictory to what has been understood that the longer work distance, the lower the performance. While the longer the distance work, the greater the likelihood of cyberloafing (DeRossette, 2016).

Blanchard and Henle (2008), reported a variety of cyberloafing activities namely viewing personal e-mail (90%), visiting new sites (90%), shopping online (70%), visiting sports sites (50%), ordering holiday packages (50%) , and looking for work (40%). While the DeRossette (2016) study showed a slightly different proportion of viewing personal e-mail (81.5%), visiting new sites (79.7%), shopping online (65.6%), visiting sports sites (57.9%), ordering vacation packages (46.2%) , and find work (31.6%). Thus, cyberloafing behavior needs to get attention related to working remotely. This study further shows that compliance is not related to cyberloafing behavior, but is positively related to employee performance. In addition, although the length of

working remotely has a negative effect on the performance of workers, the limits of the length of work alone cannot be determined.

Working remotely receives better acceptance in the fields of transportation, public policy, and the business community, citing potential as a traffic management strategy (Travel Demand Management / TDM) to overcome congestion and improve air quality. In the early 1990s, transportation planners viewed remote work as a Transportation Demand Management (TDM) strategy. In addition, working remotely is part of an effort to comply with the US Clean Air Act. The Clean Air Act Amendments (1990) which requires countries to include a program to reduce travel to work in their implementation plans. However, a number of questions still hang regarding the impact of long distance work on travel. The effects are complex, and not always useful (Salomon, 1985). Nonetheless, various studies have concluded that working remotely leads to a reduction in travel, especially during peak hours, and a real reduction in emissions (Saxena and Mokhtarian, 1997).

Spatial analysis of the effects of long distance work on travel patterns is important to assess the impact on energy, air quality, and land use (Pendyala, Goulias, and Kitamura, 1991). The pattern of individual travel becomes a major determinant of the structure of urban space and land use. Changes in spatial preferences and travel behavior contribute to changes in urban spatial structure (Horton and Reynolds, 1971).

Apart from the hubbub regarding the benefits, losses, challenges, and even the impact of working remotely, there is an issue that needs serious attention, especially since the rapid development of information and telecommunications technology. Work remotely using technology so that you can interact between workers and leaders and fellow workers. Even organizational and company data and information can be easily accessed by workers and leaders, of course, through strict protocols. But still, security is an important issue.

According to Carnahan and Guttman (1997), there are 3 (three) risks of working remotely related to security, namely (i) sneaks can reach the organization / company system without being detected; (ii) data and information that is being transferred through the internet can be easily read, even modified; (iii) intentional loss of data and information by outsiders.

Previous research

The initial concept of working remotely originated in the United States, but the development itself was not extraordinary. Apart from the fact that working with non-working time tends to have a negative impact on health. Working continuously can affect the mental and physical functions to be like consuming alcohol. Working more than 50 hours a week is more than three times as likely to be an alcoholic. As a result the national economy can be badly affected. Experts estimate alcohol addiction harms the US economy up to 223.5 million billion USD every year. Declining productivity accounts for 72 percent of the loss (Landrum, 2015).

Although working remotely and working freely has become popular, in reality the increase in companies in the United States offering this scheme is only around 4-5 percent in the past decade (Landrum, 2015). Correspondingly, although it seems profitable as an alternative way of working, in fact, Grobler and De Bruin (2011) noted that only a few companies in South Africa have employees using the option of working outside the office. Employee utilization of this scheme is not only influenced by their preferences but also by the perception of leaders (Bianchi and Milke 2010; Cooke 2005; Downes and Koekemoer 2011).

Budhiekusuma, Hadi and Winarno (2017) wrote in their paper about some of the lessons learned on the application of remote work in foreign countries such as India, and Egypt. The main learning related to the reasons and benefits of implementing remote work, namely (i) can save time and costs and reduce stress from avoidance of congestion, (ii) provide more time for the family. In India there is a habit that always wants to be close to the family, especially for female workers whose notes are becoming increasingly dominant, (iii) the time difference between workers and customers who can be in other parts of the world. The existence of the concept of working remotely makes working time more flexible, (iv) The ability of mobile technology that has approached international standards and has supported the existence of a remote work system; (v) provide more opportunities for people with disabilities to work.

Furthermore, the results of research in India and Egypt show that the maximum benefits of implementing remote work, especially for civil servants, can be obtained through several strategic steps, namely (i) there is support from the government in the form of improved regulations, (ii) increasing understanding of remote work by those who will involved in government including policy makers and civil servants, (iii) determining the type of work and types of civil servants that are suitable, (iv) conducting preliminary studies and implementing trials on a small scale before being implemented more broadly, (v) setting standards for successful implementation telecommuting by referring to the state or organizational / business unit that was considered successful first (Budhiekusuma, Hadi and Winarno, 2017)

In Japan from the beginning, remote work was categorized in 3 (three) types, namely (i) working from a branch office located near a home or satellite offices; (ii) working at home (telecommuting); (iii) work anywhere outside the office as needed (mobile work). But unlike other countries, in the decade of the 90s long distance work schemes in Japan were still underdeveloped and their applications were mostly in the form of satellite offices.

Working remotely is only suitable for certain jobs. The Ministry of Transportation's 2018 study confirmed that around 30 percent of the consulting and research, information and communication industry workers work remotely, while only 10 percent in the entertainment, health care, restaurant and hotel sectors. It is estimated that if the Japanese government's target is met, which is around 15.4 percent of workers running long-distance work schemes, Japan's Gross Domestic Product will increase by 430 million Yen, which comes from shifting travel time into productive work time (Horiuchi, 2020).

The practice of working at home is actually not new. Since technology is possible, working at home and exchanging data and information over the internet are common. But then when the scheme of working at home became official it was apparently not as easy as it had been.

Since the outbreak of the Corona virus and the establishment of the Corona virus as a pandemic followed by the decision to work from home (WFH) by the leadership, the author has officially implemented a work from home scheme (the term flexiwork used by Bappenas). As time has passed into the second week, some of the writer's experiences become interesting expressed in this paper.

The first thing that comes to mind when entering the first day of WFH is the pleasure of working at home with a relaxed atmosphere, available food, flexible working time, no need to wear office clothes only wearing even a t-shirt is enough, can watch TV, even listening to music loudly possible. Only one that might be uncomfortable is not being able to leave the house unless an important reason (but this is common in a lock down condition).

What happened as expected? Apparently not exactly as imagined. Apart from the benefits of not having to travel to the office (incidentally to the office using KRL so as not to experience stress due to traffic jams), reduced travel costs, lunch and conversation fees, but a number of important things deserve attention.

First, the internet signal turns out to be unstable, making it difficult to communicate through video calls or tele conference applications. Second, the family, both wife and others, do not fully understand the meaning of WFH. Although it can finally be made understood, in practice many work hours are interrupted by invitations to help domestic / home activities. Fortunately, this is an emergency condition (lock down) so there is no need to take the family to markets, malls and others. This is widely discussed in various literature.

Third, work atmosphere as in the office is difficult to be created because of the small size of the house so that there is no special space for work. Various domestic activities easily become a source of interference when working. Conditions like this occur in many countries like Japan, where most of the area of the house is small. The availability of satellite offices or co-working space around the house will be very helpful. Fourth, technical support becomes important when there are problems with hardware such as computers. On the third day the computer suddenly died and I did not have the ability to repair. Luckily, I still have a backup computer.

Fifth, an atmosphere that does not support finally makes working time longer so that work targets can be achieved. Instead of improving the quality of relationships with families, even the rest period is reduced. Sixth, office costs such as the use of pulses are turned into personal costs. This cost becomes quite apparent because of the large number of conversations carried out through video calls and teleconferences.

Seventh, in the long run WFH will potentially eliminate the spirit of cooperation (it feels different to work together through the internet by working face to face). Having sex right away is also part of working in the end. Eighth, although not directly disclosed, it seems that the wife sometimes feels uncomfortable with the many comments from me on various domestic activities that are being carried out.

IV. CONCLUSION

Long Distance Work has been known for at least 50 years since the first time Niles introduced it in 1973. The term itself varies from telework, telecommuting, flexi work and others.

Simply stated, remote work can be categorized into 3 (three) types namely (i) working at home (telecommuting); (ii) work from branch offices located near homes or satellite offices; (iii) work anywhere outside the office as needed (mobile work)

The application of remote work has reached almost all parts of the world but its development is still not as predicted at the beginning of its rise. This is partly due to the controversy surrounding the benefits, losses, constraints and impacts to date. In addition, of course, long distance work is also related to not only economic, management, technology but also social, psychological, cultural, and even lifestyle aspects.

The application of empirical remote work schemes is mostly implemented in private companies, although some countries have also implemented limited activities. However, it turns out that there are still many private companies that do not allow their employees to follow this scheme.

It is also realized that long-distance work schemes cannot always be implemented based on consideration of worker preferences, company / organizational readiness, type of work, and technological support. So that its application needs to be adjusted to the conditions and are optional.

In short, the benefits for workers are (i) a balance between work and family life; (ii) reducing travel time to the office and saving fuel; (iii) can control work schedules and work atmosphere; (iv) can choose to

work when the mood is good. While the benefits for employers are (i) encouraging enthusiasm for work; (ii) reduce laziness and absence; (iii) reduce employee turnover; (iv) strengthening the company's image as a family-friendly workplace.

Various benefits obtained from working remotely and freely are not without obstacles and problems. For workers, several problems include (i) workers who are accustomed to the conventional office atmosphere, find it difficult to coordinate with colleagues. A neater work scheduling may even need to be fixed for gathering at the office; (ii) there are no clear boundaries between the office and home, and even tend to work time without limits; (iii) long-distance and flexible workers tend to look like unemployment and have an impact on relations with neighbors and family. Families and neighbors may become angry when long distance workers are free to participate in domestic work and the environment despite the fact that they are at home.

While for company / organizational leaders, several obstacles that may arise include: (i) some leaders have difficulty adjusting, especially for leaders who tend to lack trust in subordinates; (ii) for work that requires high intensity of group collaboration, it is necessary to arrange a schedule of meetings that will be troublesome; (iii) the type of work that requires face to face with customers only allows limited work freely, not possible all the time away from the office. Meanwhile, when only some workers can work remotely and freely then this will create a sense of injustice among workers. (iv) some workers cannot work without supervision. Even so, the benefits of working long distances and freely overcoming obstacles faced

The implementation of a long distance working distance scheme requires strategic steps in the form of (i) support of government commitments in the form of provision and development of regulations and their supporters including incentives for companies and or government institutions. (ii) Establishment of the National Long Distance Working Forum as a forum for collaboration between relevant stakeholders, both government and non-government, which among others functions in (a) conducting a preliminary study following a limited scale trial effort at both government and private institutions; (b) monitoring and reviewing the results of trials and their possible wide-scale application; (c) the preparation of the National Action Plan for Remote Work, which illustrates the vision, mission, policy and strategy, road maps, and supporting documents, both general and technical guidelines, through a collaborative governance approach; (d) development of public communication strategies; (e) monitoring and reviewing the application of large scale Remote Works; (f) developing cooperation with other countries in learning the application of this scheme.

In closing, the application of the remote work scheme is not a substitute for the conventional work scheme but rather is a complement. Apart from that, not all types

work in accordance with the scheme of working remotely. Even because of its considerable social impact, the application of remote work schemes should be an option and not an obligation as was the case with the Covid-19 Virus pandemic.

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