

THE EVALUATION OF REMOTE WORKING USING CIPP INDICATORS, A STUDY AT PT KARYA KAYA BAHAGIA (harisenin.com)

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ABSTRACT

In this digital era, remote working systems have been adopted by many companies due to their flexibility and efficiency, despite some implementation shortcomings. This study aims to evaluate the remote working system at PT Karya Kaya Bahagia (harisenin.com) using the CIPP (context, input, process, product) evaluation model. Based on its objectives, this research is descriptive-evaluative with a qualitative approach. Descriptive-evaluative research provides in-depth insights into a phenomenon or program and assesses its effectiveness and impact. The approach is based on post-positivist philosophy, conducted in a natural setting with the researcher as the key instrument, using qualitative data collection techniques (observation, interviews, and documentation), and data analysis with the interactive model by Miles and Huberman. The remote working system at PT Karya Kaya Bahagia offers flexibility, reduces operational costs, and enhances employee satisfaction. However, challenges in coordination, communication, and technical issues such as unstable internet connections hinder work effectiveness. The CIPP evaluation reveals that while this system is effective in saving costs and providing flexibility, problems like suboptimal SOP implementation, weak supervision, and communication issues need resolution. Technical difficulties and inefficient time management also reduce productivity, and performance assessments based on OKR have not yet met expectations. To boost effectiveness and employee well-being, improvements are needed in transparency, communication, work methods, and compensation.

Keywords : Remote Working, CIPP Evaluation, Context, Input, Process, Product

INTRODUCTION

In this digital era, the trend of transformation in working methods has become increasingly dynamic, especially with the emergence of remote working systems. The global pandemic, as experienced in 2020, accelerated the adoption of this work model to support flexibility in time and location for team members. Today, many organizations face challenges in managing teams spread across different geographic locations or working remotely. After the COVID-19 pandemic, the remote working system grew rapidly and continues to be widely adopted by many companies. This change is driven by the experiences during the pandemic, where many organizations found benefits in remote work, such as increased flexibility and efficiency.

According to Adekoya, etc. (2022), several factors facilitate the effectiveness of remote working in the post-pandemic era. These factors include preferences for work flexibility, smart working practices, self-discipline, and leadership roles and expectations. This research shows that both employees and employers have developed clear expectations regarding remote work conditions and are working to meet those expectations with various strategies. Additionally, according to a report from the Pew Research Center (2022), the majority of workers who can work from home or remotely choose to continue doing so after the pandemic,

primarily due to personal preference rather than concerns about virus exposure. This study found that 76% of workers did so because they preferred this way of working, compared to only 60% in 2020. This data indicates that remote working has become the preferred option for many workers in various sectors. The development of the remote working system post-pandemic is also supported by advancements in technology and a shift toward more flexible work cultures. Companies are increasingly realizing that they can save costs and boost productivity by allowing employees to work remotely. This change has significantly impacted team management and communication paradigms. Team managers are now tasked not only with ensuring the achievement of targets but also with addressing specific challenges that arise in a remote work environment. Effective communication, synergistic collaboration, and understanding team dynamics are becoming increasingly important in this context. The adoption of remote working systems offers advantages such as time flexibility, higher productivity, and a better work-life balance. However, behind these benefits, there are a number of challenges that need to be addressed. Isolation, difficulties in understanding team conditions, and time zone differences are some of the obstacles that require effective management strategies. Remote working refers to a type of work conducted by employees from home using Information and

Communication Technology (ICT) (Ng, P. M. L., et al., 2022). It is important to understand team dynamics in a virtual environment and identify key factors that influence team productivity and success. Therefore, research on team management and communication in remote working systems becomes essential to optimize efficiency, increase team engagement, and design strategies suited to the unique characteristics of this work model. Ferrara et al. (2022) also expressed that remote working has

LITERATURE REVIEW

Based on its objective, this research falls under the category of descriptive evaluative research with a qualitative approach, using the CIPP evaluation model. This research uses a qualitative approach, based on post-positivism philosophy. This approach is conducted in natural conditions with the researcher as the key instrument, utilizing triangulation data collection techniques, inductive/qualitative data analysis, and placing more emphasis on meaning rather than generalization (Sugiyono, 2013). In this research, the researcher uses the CIPP evaluation model by referring to data sources, indicators, and evaluation instruments for the remote working system at PT Karya Kaya Bahagia (harisenin.com), as developed by Stufflebeam, D.

2.1 Management

Management can be simply defined as a combination of science and art aimed at achieving organizational goals by using various resources effectively and efficiently. The changing times also influence the development of management. Today, success in management is marked by effective collaboration between people, technology, and the environment, which is known as modern management (Handayani, K. 2024). Management today can be understood as a series of steps to coordinate and guide activities within an organization. These steps include planning, organizing, directing, and controlling, with a focus on achieving organizational goals optimally and efficiently. This process involves adapting to developments in the field of management and maximizing the use of human resources, technology, and the environment. As the importance of management continues to evolve over time, organizations must ensure alignment and the results are used to make decisions regarding the evaluated object (Wirawan, 2012). The CIPP Evaluation Model, developed by Daniel L. Stufflebeam (2003), is a comprehensive framework used to guide the evaluation of programs, projects, personnel, products, institutions, and systems (Muryadi, A. D., 2017). Furthermore, the CIPP Evaluation (context, input, process, and product) is a method for measuring the value of a program or other entity. Simply put, this evaluation is a process of describing, obtaining, reporting, and applying

varied impacts on employee performance and well-being. Some employees report improvements in work-life balance and mental health, while others experience a decline in engagement and productivity. Greater autonomy and time flexibility are identified as the main benefits of remote work. Evaluation is a research activity aimed at collecting, analyzing, and presenting useful information about the object being evaluated. This information is assessed by comparing it with evaluation indicators, descriptive information about the benefits and value of an object for decision-making and accountability support (Daniel L. Stufflebeam, 2003). With the problem that has been presented, researchers are interested in conducting the evaluation of remote working systems using CIPP Indicators at PT Karya Kaya Bahagia. organizational goals are achieved according to the established plan.

2.2 Human Resource Management

Simply put, human resource management (HRM) can be explained as a series of steps within an organization to optimize the role of human resources as key assets in achieving the company's goals. This includes the stages of planning, organizing, implementing, and supervising human resources effectively and efficiently. Every organization sets specific targets and goals it aims to achieve in managing its resources, including human resource management. HR objectives usually vary and are related to the stage of development that the organization is experiencing. According to Edwin B. Flippo (Supriadi, A., et al., 2022), the functions of Human Resource Management are divided into two, namely technical functions and managerial functions. These two functions not only aim to meet employee needs and satisfaction but also to achieve organizational goals in an effective and efficient manner. Therefore, the role of Human Resource Management in achieving organizational success is crucial. The technical functions in human resource management are recruitment, employee development, compensation, integration, employee retention, retirement. Therefore, the managerial functions in human resource management are planning, organizing, leading, controlling. The implementation of technical and managerial functions aims to meet employee needs and satisfaction while effectively and efficiently achieving the company's goals. By executing these functions well, Human Resource Management helps optimize the organization's human resources, create a productive work environment, and align the company's strategies and policies with market dynamics. This highlights the importance of the role of human resource management in achieving organizational success by ensuring that the workforce possesses the right skills and motivation to support the achievement of the company's objectives.

2.3 Controlling

Control, also known as evaluation, is the final stage of management functions as well as human resource management. This is because all management functions must ultimately be monitored, controlled, and evaluated to align with the established objectives. Control plays a key role in management as it ensures the achievement of planned goals. Some situations that require control within an organization include the completion of overdue tasks, discrepancies in completion timelines, exceeding established budgets, and activities that deviate from the planned course. Therefore, this control function is a critical aspect to ensure the smooth process of management from start to finish. Controlling is a series of structured steps and efforts that involve observation, monitoring, investigation, and corrective actions regarding various organizational activities, including aspects of human resources, with the aim of ensuring that they proceed according to the established plans and objectives.

2.4 Evaluation

Overall, evaluation is part of the controlling process, which consists of three main phases: monitoring, evaluation, and improvement. Evaluation is the phase of controlling aimed at comparing actual work results with established standards. In conducting this evaluation function, two important elements must be present: the standards or measuring tools, and the actual work results. Evaluation refers to an objective assessment of the achievement of previously established goals (Sadikin, 2020). The results of this evaluation are used as a basis for planning future activities. The evaluation process in organizational management must be based on a previously established evaluation plan. Evaluation is conducted as a means to assess progress and the problems encountered, as well as a tool to evaluate all the results that have been achieved. The purpose of evaluation is to obtain accurate and objective information about a program, including the implementation process, impacts or results achieved, efficiency, and the utilization of evaluation results for the benefit of the program itself. This information is used to make decisions about whether to continue, improve, or terminate the program. Additionally, evaluation results are also used to develop future programs and policies related to the program (Rusydi & Rafida, 2017). Similarly, Puet, as cited in Rahmiwati, A. (2022), states that the purpose of evaluation is a cohesive unit that can be meticulously conducted to determine the effectiveness of each component. In this study, the researchers will apply the CIPP evaluation model with the aim of evaluating the implementation of the remote working system at PT Karya Kaya Bahagia. The use of this model aims to conduct a more in-depth analysis of the implementation. Furthermore, the researcher chose this model because if there are

findings in the field related to this working system, the goal is to make improvements rather than merely verifying the current situation.

2.5 CIPP Evaluation Model (Daniel Stufflebeam's)

The CIPP Evaluation Model developed by Daniel L. Stufflebeam (2003) is a comprehensive framework used to guide the evaluation of programs, projects, personnel, products, institutions, and systems (Muryadi, A. D., 2017). This model consists of four main components or dimensions: context, input, process, and product. Context evaluation focuses on institutions that identify opportunities and assess needs. These needs are defined as the difference between actual conditions and expected conditions. In other words, context evaluation relates to the analysis of issues, strengths, and weaknesses of the object being or to be evaluated. The results of context evaluation provide valuable information for decision-makers in planning the programs to be implemented. Furthermore, context evaluation helps to understand the rationale behind a program. Input evaluation encompasses analysis related to the use of available resources and alternative strategies that should be considered to achieve program objectives. This involves identifying and assessing the capabilities of the system as well as designing alternative procedures for the implementation of strategies, financing, and program scheduling. Input evaluation aids in guiding the selection of program strategies by detailing procedural designs. The data and information collected can be used to determine resources and strategies that align with existing limitations. Process evaluation involves assessing how activities are practically implemented. This includes identifying problems in procedures, both in managing events and activities. Each step of the activity is monitored closely to observe changes that occur. Daily activity recording becomes crucial as it provides information for decision-makers to determine necessary improvement steps. Product evaluation assesses the description and results achieved in the context, input, and process, which are then evaluated in terms of value, cost, and benefits provided. The goal is to measure the extent to which objectives have been achieved. This evaluation records achievement results and produces decisions for improvement and progress. Activities in product evaluation include careful measurement and interpretation of results. Accurate analysis will be used as a basis for drawing conclusions and recommending enhancements according to applicable standards. Generally, product evaluation activities involve establishing operational program objectives, assessing achievement criteria, comparing them with set goals, and developing rational interpretations. Thus, the CIPP model helps in constructing a comprehensive evaluation to

understand and enhance the effectiveness of the evaluated program or activity.

2.6 Remote Working

Although the remote working model offers appealing freedom, several challenges arise, such as difficulties in maintaining concentration due to distractions from the home environment, unstable internet connections, unclear work deadlines, the risk of digital fatigue, and challenges in coordinating and communicating with team members, all of which ultimately affect overall performance. Effective coordination and communication are crucial for the success of work teams, especially in the current context of remote work. Good communication plays a vital role in productivity, efficiency, morale, innovation, and the overall business process. Therefore, the use of communication and digital technology becomes essential for employees to maintain effective interaction and relationships, ranging from daily communication, coordination, meetings, to performance evaluations. As part of the HR team, it is important to listen to the feedback and issues faced by remote employees and to provide the necessary assistance and solutions to enhance their work effectiveness.

METHODOLOGY

The discussion of the results in this research will explain the findings from data processing using the CIPP evaluation indicators: Context, Input, Process, and Product. Data were collected through direct interviews with informants, video recordings for observation, and documentation. The focus of the research is on evaluating the remote working system implemented by PT Karya Kaya Bahagia (harisenin.com), particularly in the operational division. As a qualitative study, the data analysis process is conducted simultaneously and descriptively. The data analysis method follows the approach of Miles and Huberman, beginning with data collection to gain a deep understanding of the field issues. The data is then condensed to focus, simplify, and organize information from field notes, interview transcripts, documents, and other empirical materials. After the data has been condensed, the results are presented in various forms such as narratives, graphs, tables, and diagrams to facilitate interpretation and conclusion-making. The final stage is conclusion drawing, where the researcher evaluates the analysis results to address the research focus: the evaluation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) using the CIPP evaluation approach. The last step is the verification process, where the conclusions of the research findings are confirmed with informants or sources (technique triangulation) to ensure the validity and reliability of the data.

RESULTS AND DISCUSSION

Here are the final results and data analysis obtained by the researcher. This explanation includes relevant findings from the field. Data related to the evaluation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) has been collected and analyzed. The results of this analysis are discussed according to the research problem formulation, which includes:

1. What is the condition of the implementation of the remote working system at PT Karya Kaya Bahagia (harisenin.com)?
2. What are the results of the evaluation of the implementation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) using the CIPP model (Context, Input, Process, Product)?
3. What are the solutions to the issues based on the evaluation results of the remote working system at PT Karya Kaya Bahagia (harisenin.com), considering the conditions of remote working using CIPP indicators?

4.1 The Implementation of Remote Working System

The implementation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) has several advantages that support the company's operations. This system provides flexibility for employees to work from home or other locations, leading to a reduction in operational costs, such as office rent and utilities. Additionally, this flexibility allows employees to better manage their work schedules and personal lives, potentially increasing job satisfaction. According to research by Urbaniec et al. (2022), work flexibility can enhance the work-life balance and reduce employee stress levels. However, despite its various benefits, the adoption of remote working also faces challenges, particularly in terms of coordination and communication among teams. The lack of direct interaction can hinder smooth communication and collaboration, thereby reducing work effectiveness. Research conducted by Morrison-Smith and Ruiz (2020) indicates that virtual teams often encounter communication barriers due to differences in time zones and geographic distances. These obstacles can lead to tasks and projects not being completed efficiently, ultimately impacting overall productivity. Moreover, technical issues such as unstable internet connections or inadequate devices pose significant challenges in the implementation of remote working at PT Karya Kaya Bahagia. Employees require robust technological support to work optimally, but limitations in resources and infrastructure frequently hinder this. De Vincenzi et al. (2022) explain that adequate technological support is crucial to ensure smooth remote working and minimize disruptions in workflow. By providing

better facilities, the company can enhance overall employee productivity and effectiveness.

4.2 Evaluation Results of Remote Working System Implementation Using the CIPP Model

The evaluation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) using the CIPP model encompasses four main aspects. This

evaluation examines the context or background of the system, the input or quality of inputs that support it, the implementation process, and the product or final outcomes of the system. With this approach, it is expected to gain a comprehensive picture of the effectiveness and efficiency of the implemented remote working system. The evaluation results will identify strengths as well as areas needing improvement, as follows:

Table 1. Evaluation Results of Remote Working System Implementation Using the CIPP Model.

Evaluation	Result
Context: situations and background influencing the remote working system	The context evaluation of the remote working implementation at PT Karya Kaya Bahagia (harisenin.com) shows that this system has several significant advantages, particularly in terms of operational cost savings and providing flexibility for employees. The system allows employees to work from anywhere, thus supporting productivity and innovation in the online education services that are the company's focus. Although there are some challenges associated with the outcomes, overall, remote working aligns with the company's vision and mission to provide inclusive and accessible education. This indicates that the system is a strategic step relevant to the company's business needs and supports its long-term goals.
Input: quality inputs that support the achievement of the remote working system	The input evaluation of the remote working implementation at PT Karya Kaya Bahagia highlights the planning and strategies required, including the development of SOPs, employee quality standards, provision of necessary facilities and infrastructure, as well as monitoring and evaluating the implementation. Although the SOPs have been communicated to new employees, their application is hindered by management's reluctance to impose sanctions, leading to violations of the SOPs. The ideal criteria for employees in remote working include discipline, self-motivation, and technological proficiency. In terms of resources, the company provides internet allowances but does not supply hardware such as laptops. Employee supervision is conducted online through weekly meetings and work applications like Slack, but this process is not yet optimal. Managers utilize performance indicators to monitor and validate team output.
Process: implementation and use of facilities in accordance with the planned remote working system	The process evaluation of the remote working implementation at PT Karya Kaya Bahagia highlights several important aspects such as task assignment, technology usage, and the challenges faced. Tasks during remote working are assigned through online applications, with completion schedules set by individual managers. Communication and task execution utilize tools such as Slack, Google Workspace, Zoom, and the internal HRIS, which support workflow despite variations in employee communication responses. The main challenges encountered include ineffective communication, suboptimal time management, technical issues such as poor signal quality, and distractions from an unproductive work environment. These obstacles indicate the need for improvements in communication strategies, time management, and the organization of a more conducive work environment to enhance productivity and effectiveness in remote working at the company.
Product: outcomes achieved in the implementation of remote working.	The product evaluation of the remote working system at PT Karya Kaya Bahagia shows that, despite the flexibility offered by remote work, the achievement of targets and the quality of employee performance have not been optimal. The OKR-based performance assessment reveals that many employees are not meeting expectations, which impacts the company's revenue. Workflow issues and inefficient working methods have become major obstacles. However, there is positive feedback regarding the flexibility of this system, particularly in terms of time management and employee privacy. Performance evaluations often lack transparency, and inadequate supervision has been noted, indicating a need for improvements in transparency and communication of results. Feedback from employees includes suggestions for improving the evaluation system, adding features to the HRIS platform, and increasing compensation. Overall, this evaluation emphasizes the necessity for enhancements in working methods, performance assessments, and supervision to improve effectiveness and employee well-being.

The CIPP evaluation of the remote working implementation at PT Karya Kaya Bahagia (harisenin.com) shows that this system has several advantages, including operational cost savings and work flexibility for employees. According to research by Urbaniec et al. (2022), remote working can reduce company operational costs such as office rent and utilities, while allowing employees to balance work with their personal lives, positively impacting their productivity and job satisfaction (Urbaniec et al., 2022). This implementation of remote working aligns with the company's vision focused on online education services, enabling employees to work from anywhere and supporting productivity and innovation in their work. This is further supported by research conducted by Kazi, C., & Hastwell, C. (2021), published in an article on greatplacetowork.com, which shows that a positive company culture and strong leadership are crucial for maintaining employee productivity in remote work settings. This system reflects a strategic step relevant to the company's business needs, supporting the long-term goal of providing inclusive and accessible education to the wider community. However, this evaluation also identifies several challenges in the outcomes, indicating that while the company's vision and mission are being achieved, there are areas that require further attention. These challenges include social isolation and difficulties in maintaining effective team communication, as well as the potential decline in productivity after the initial period of working from home (Vafin, 2021).

In the input evaluation, several issues were identified in the planning and oversight of the remote working implementation. Although the SOPs have been communicated to new employees, their application has not been optimal due to management's lack of firmness in enforcing sanctions for SOP violations. De Vincenzi et al. (2022) explain that difficulties in enforcing rules and ineffective communication can lead to non-compliance with SOPs, ultimately affecting employee productivity and well-being. Additionally, research by Ngoc Su et al. in Hamouche, S. (2021) highlights the importance of providing clear work guidelines and adequate support to ensure that employees can adapt to remote working conditions, particularly in terms of self-motivation and technological proficiency. While the company provides internet allowances, the lack of hardware provision, such as laptops, adds to the burden on employees. Research by De Vincenzi et al. (2022) indicates that the company's inability to provide adequate resources can limit the effectiveness of remote work. Employee supervision through weekly meetings and work applications like Slack has also not been optimal. De Vincenzi et al. (2022) emphasizes the importance of a comprehensive supervision approach to maintain

employee engagement and performance in a remote work environment.

The process evaluation of remote working implementation reveals several important aspects, such as task assignment and technology usage. Tasks are assigned via online applications with schedules set by individual managers, utilizing communication tools like Slack, Google Workspace, Zoom, and the internal HRIS. Although these tools support workflow, there is variability in employee communication responses that creates challenges. Research conducted by Morrison-Smith, S., & Ruiz, J. (2020) shows that communication barriers in virtual teams are often caused by geographical and temporal distances, as well as differing perceptions among team members. The main challenges faced include ineffective communication, suboptimal time management, technical disruptions such as poor signal quality, and distractions from an unsuitable work environment. Research by De Vincenzi et al. (2022) notes that effective technology use and work monitoring are crucial to overcoming these challenges; however, improper implementation can reduce efficiency and productivity. This highlights the need for improvements in communication strategies, time management, and the arrangement of work environments to enhance productivity and effectiveness in remote working. The product evaluation indicates that, while flexibility in work is appreciated, the achievement of targets and the quality of employee performance have not been optimal. Wang et al. (2020) explain that flexibility in work can enhance employee well-being, but a balance between flexibility and target achievement is necessary to ensure optimal performance. The OKR-based performance assessments show that many employees are not meeting expectations, which impacts the company's revenue. Key issues identified include inefficient workflow and working methods. Additionally, there are complaints regarding the lack of transparency in performance evaluations and inadequate supervision. Some employees feel that the process lacks clarity and consistency.

The product evaluation indicates that although flexibility in work is appreciated, the achievement of targets and the quality of employee performance are not optimal. Wang et al. (2020) explain that work flexibility can enhance employee well-being; however, a balance between flexibility and target achievement is necessary to ensure optimal performance. The OKR-based performance assessments reveal that many employees are not meeting expectations, which impacts the company's revenue. Key issues identified include inefficient workflows and work methods. Additionally, there are complaints regarding a lack of transparency in performance evaluations and inadequate supervision. Some employees feel that the evaluation process has not provided sufficiently

constructive feedback. Suggestions from employees include improvements to the evaluation system, adding features to the HRIS platform, and increasing compensation. Overall, this evaluation emphasizes the need for enhancements in work methods, performance assessments, and supervision to improve both effectiveness and employee well-being. In conclusion, the CIPP evaluation of remote working implementation at PT Karya Kaya Bahagia (harisenin.com) suggests that the system has significant potential to reduce operational costs and provide flexibility for employees, aligning with the company's vision of providing inclusive education. However, several challenges need to be addressed, including suboptimal SOP implementation, ineffective supervision, and the need for improved communication. While the technology used supports workflow, technical issues and inefficient time management hinder productivity. Additionally, the OKR-based performance assessments have not met expectations, highlighting the need for improvements in evaluation and oversight. To enhance effectiveness and employee well-being, efforts should be made to increase transparency, communication, work methods, and compensation.

4.3 Solutions to Issues Based on the Evaluation of the Remote Working System Using CIPP Indicators

PT Karya Kaya Bahagia has taken various steps to address the challenges in implementing the remote working system. Efforts include employee performance evaluations, which are conducted not only monthly but also weekly through weekly meetings where each employee reports their work results. Additionally, the company conducts one-on-one sessions to provide direct feedback to employees needing improvement, allowing issues to be addressed promptly. Another step taken is that employees who do not meet their targets are guided by their managers, and in some cases, the company decides to terminate contracts for those who do not show improvement after in-depth evaluations. This ensures that only employees who can adapt to the remote working system remain with the company. Despite the company's efforts to improve the shortcomings of the remote working system, the challenges faced in its implementation have not yet been fully resolved. These solutions will be based on the findings previously outlined in the research. It is hoped that the recommended solutions will enhance the effectiveness of the remote working system at PT Karya Kaya Bahagia.

5. Problem-Solving

To gain a deeper understanding of the causes of issues in the implementation of remote working, the fishbone

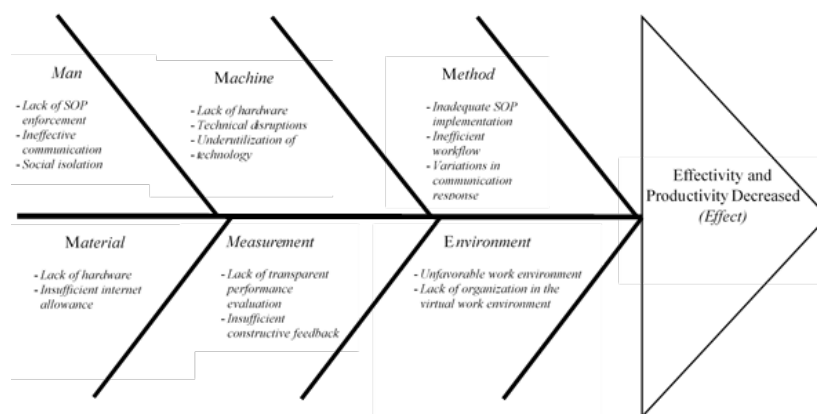


Figure 1. Fishbone diagram of the remote working evaluation results at PT Karya Kaya Bahagia (harisenin.com) using CIPP indicators

Diagram is used to categorize the problems into several main categories, namely: Man (human),

5.1 Man

Issues related to human resources, including employees, managers, and executives involved in implementing remote working. Some identified problems are (1) Lack of SOP enforcement:

Machine/Technology, Method, Materials, Measurement, and Environment. Each of these factors is then elaborated in detail to provide a clearer picture of their roles in influencing the success of remote working in the company, as follows:

Although the SOP has been communicated, its implementation is not optimal due to a lack of strict penalties for violations. This directly impacts employee productivity and reduces work effectiveness. (2) Ineffective communication: The

team faces communication challenges, especially in teams working in separate locations, which hinders collaboration and quick decision-making. (3) Social isolation: Employees struggle with social interaction, which can lead to decreased motivation and lower work quality.

5.2 Machine

The technology used to support remote working plays a critical role in employee productivity. However, some issues related to technology at PT Karya Kaya Bahagia include (1) Lack of hardware: Many employees are not equipped with adequate hardware, such as laptops, increasing the burden on personal resources. (2) Technical disruptions: Poor internet connection often becomes a major obstacle in virtual communication and collaboration. (3) Underutilization of technology: Applications like Slack, Zoom, and Google Workspace have been used but do not fully support effective collaboration.

5.3 Method

The work methods used for remote working also contribute to obstacles. Identified issues related to methods include (1) Inadequate SOP implementation: Planning and monitoring of SOP implementation have not been strictly enforced. Employees tend to disregard existing rules. (2) Inefficient workflow: Poorly structured workflows cause many employees to fail to meet expected performance targets. (3) Variations in communication response: Inconsistent use of communication and collaboration tools leads to differing perceptions among team members.

5.4 Material

In this context, materials refer to physical resources that support work. Problems found at PT Karya Kaya Bahagia include (1) Lack of hardware such as laptops: Some employees have to use personal devices, which limits access to necessary technology. (2) Insufficient internet allowance: Although the company provides internet allowances, they do not always meet employees' needs, especially those working in areas with limited internet access.

5.5 Measurement

Measurement refers to how employee performance is evaluated. At PT Karya Kaya Bahagia, several issues related to performance measurement include (1) Lack of transparent performance evaluation: Performance evaluation based on OKRs (objective key results) has not been consistently and openly conducted, leading to dissatisfaction among employees. (2) Insufficient constructive feedback: Employees feel that performance evaluations do not provide clear guidance on areas that need improvement.

5.6 Environment

The work environment also affects employee productivity in a remote working setting. Some issues related to the work environment include: (1) Unfavorable work environment: Many employees

working from home face distractions from family or their surroundings, reducing productivity. (2) Lack of organization in the virtual work environment: The absence of standards or guidelines for creating an effective virtual work environment leads to varying experiences among employees.

Based on the fishbone diagram analysis, the factors contributing to the shortcomings of the remote working system at PT Karya Kaya Bahagia (harisenin.com) can be clearly identified, leading to decreased effectiveness and productivity. The classification of problems includes several key elements, such as human, technology, methods, and work environment. This analysis enables the company to trace the root causes of the challenges, such as a lack of employee skills, technical issues related to work devices, and unclear operational procedures. By identifying these factors, problem-solving and corrective actions can be designed more effectively, thereby improving efficiency and productivity in the implementation of remote work.

6. Innovative Ideas

After identifying the shortcomings in the implementation of remote working at PT Karya Kaya Bahagia, the next step is to develop innovative ideas to improve the system's effectiveness. Some proposed innovative ideas include:

6.1 Improving Technology Infrastructure

The company can invest more in hardware and software that support remote work, such as providing standard laptops for employees, improving internet network quality, and using more efficient collaborative technology, like cloud-based project management platforms.

6.2 Employee Training and Development Programs

Regular training sessions can be held for employees to enhance digital competencies and time management skills in a remote work environment. This can also include training on effective communication and virtual leadership, which are essential for maintaining team coordination.

6.3 Flexible Working Hours Policy

Implementing a flexible working hours policy that allows employees to work according to their individual work rhythms, while still ensuring that company targets are met. This policy can help employees maintain a balance between work and personal life.

6.4 More Transparent Monitoring Mechanisms and Performance Feedback

Developing a more transparent and data-driven performance evaluation system, such as using OKR (objectives and key results) tailored to remote working conditions. Additionally, increasing the frequency of constructive feedback from supervisors can help employees understand and improve their performance.

6.5 Enhancing Employee Well-being

To address social isolation, the company could hold regular virtual meetings focused on social aspects, such as virtual team-building sessions or other activities that support employees' mental well-being.

By implementing these innovative ideas, the company is expected to improve the effectiveness of remote working and create a more productive, collaborative, and balanced work environment for employees.

CONCLUSION

The conclusions drawn from this research on the evaluation of the remote working system at PT Karya Kaya Bahagia (harisenin.com) can be stated as follows:

(1) The condition of the remote working system at PT Karya Kaya Bahagia shows significant potential for operational cost savings and increased flexibility for employees. With remote work, employees have the freedom to balance their work and personal life, which can enhance overall well-being and productivity. However, several challenges, such as social isolation and barriers to maintaining effective team communication, indicate that adaptation to remote work still requires better support. These issues are often caused by limited physical interaction and emotional connection among employees, which can affect morale and team collaboration. Therefore, strengthening team communication strategies and fostering better social interactions in a remote environment is crucial for maintaining long-term productivity. (2) The evaluation results of remote working implementation using the CIPP model highlights several important aspects. In the context aspect, the company has successfully executed its vision to provide inclusive education through remote work, but challenges related to communication and productivity remain key issues that need to be addressed. In the input aspect, it was found that planning and implementing SOPs have not been optimal, especially regarding rule enforcement and the provision of supporting facilities, such as laptops and other hardware. Although internet allowances have been provided, employees still feel burdened by the responsibility for inadequate work devices. Oversight conducted through weekly meetings and applications like Slack has also been deemed insufficient, leading to inconsistencies in task execution. In the process aspect, the technology used is adequately supportive, but communication barriers and time management issues remain major obstacles affecting work effectiveness. In the product aspect, the flexibility offered is appreciated by employees; however, performance evaluations based on OKR (Objectives and Key Results) indicate that the company's targets have not been optimally achieved, negatively impacting

productivity and revenue. (3) PT Karya Kaya Bahagia has taken various steps to address the challenges in implementing the remote working system, such as monthly evaluations and weekly meetings where each employee reports their work results. Additionally, the company conducts one-on-one sessions to provide direct feedback to employees who require improvement so that issues can be promptly addressed. Another step involves providing guidance to employees who do not meet their targets by their managers. Although the company has made efforts to improve the shortcomings of the remote working system, the challenges faced in this implementation have not been fully resolved. Based on the CIPP evaluation results of remote working implementation, combined with problem-solving using the fishbone diagram, the solutions that can be applied to the obstacles in remote working at PT Karya Kaya Bahagia include improving technology infrastructure, employee training and development programs, more transparent monitoring mechanisms and feedback systems, and enhancing employee well-being.

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