ABSTRAK

STRATEGI HYBRID WORK PADA DIVISI HUMAN CAPITAL STRATEGY PT PLN (PERSERO) TAHUN 2023 – 2025

Tren bekerja secara *hybrid* telah terjadi peningkatan bahkan pasca pandemi sehingga organisasi dituntut untuk tanggap terhadap perubahan yang diinginkan oleh pegawai. Survei Dell Technologies (2021) menunjukkan bahwa sebanyak 51% pekerja di Indonesia merasa sangat siap dan bersedia untuk bekerja jarak jauh dalam jangka panjang. DIVHST PT PLN (Persero) merupakan Divisi dibawah Direktorat HC yang berperan dalam mengkaji dan merancang implementasi *hybrid working* di PT PLN (Persero). *Hybrid working* ini menjadi salah satu *quick win* transformasi dalam agenda *HC Transformation* yang mengacu pada pilar *Lean* melalui *strategic enablers – Organization and People.*

Dengan menggunakan instrumen *Hybrid Work Capability Assessment* dari Mckinsey & Company (2021), dilakukan identifikasi mengenai model bekerja *hybrid work* yang diharapkan dibandingkan dengan kapabilitas organisasi saat ini melalui 10 dimensi berdasarkan penilaian kategori level *baseline, mature,* dan *leading*. Hasil identifikasi menunjukkan terdapat tiga dimensi yang menjadi *gap* dalam implementasi *hybrid working* di DIVHST yaitu pada dimensi *Apps and Data, Security and Risk Mitigation,* dan *Mobility Policy.*

Untuk rancangan strategi *hybrid work arrangement* dirancang dengan mempelajari *Strategic Goals* Transformasi PLN, mempelajari strategi HC di PLN, mengidentifikasi *Hybrid Work Capability Assesment* hingga ditemukan *gap.* Strategi HWA yang dirancang juga mengacu pada penjabaran *(cascading)* dari sasaran implementasi *hybrid working arrangement* yang ingin dicapai pada tahun 2023-2025 dengan fokus pada penetapan kebijakan, pelaksanaan implementasi, dan evaluasi. Setelah itu, penyusunan rencana implementasi dilakukan melalui empat tahapan yaitu penganalisaan, perencanaan, pengelolaan, dan pengevaluasian *hybrid working arrangement* (HWA).

Kata kunci: implementasi *hybrid working, quick win* transformasi, *Hybrid Work Capability Assessment, hybrid working arrangement.*

ABSTRACT

HYBRID WORK STRATEGY AT THE HUMAN CAPITAL STRATEGY DIVISION OF PT PLN (PERSERO) IN 2023 – 2025

The trend of working in hybrid has increased even after the pandemic. Thus, organizations tend to face the changes desired by employees. The Dell Technologies survey (2021) shows that 51% of workers in Indonesia feel very ready and willing to work remotely in the long term. PT PLN (Persero) is a division under the Directorate of HC in reviews and designs the implementation of hybrid working at PT PLN (Persero). The hybrid working is one of the quick-win transformations in the HC Transformation plan that refers to the Lean through strategic enabler - Organization and People.

By using the hybrid work Capability Assessment Instrument from Mckinsey & Company (2021), the identification of the expected hybrid work model is carried out compared to the current organizational capabilities through 10 dimensions based on the level categories of baseline, mature, and leading. The identification results show that there are three dimensions that become gaps during the implementation of hybrid working in DIVHST. There are the dimensions of Apps and Data, security and risk mitigation, and mobility policy.

The HWA strategy designed also refers to the cascading implementation goals of the hybrid working arrangement to be achieved in 2023-2025 with a focus on policy setting, implementation, and evaluation. Hybrid work arrangement strategy planning is constructed by studying the objectives of PLN transformation strategy, studying HC strategy in PLN, and identifying Hybrid work Capability Assessment to find gaps. Next, the development of the implementation plan is carried out through four stages. There are analyzing, planning, managing, and evaluating of hybrid working arrangements (HWA).

Keywords: Implementation of Hybrid Working, Quick Win Transformation, Assessment of Hybrid Working Ability, Hybrid Working Arrangement.