


Analysis Of The Implementation Of Work From Home Mechanism As A Strategy To Improve Work Productivity And Sales Effectiveness At PT. MAP

Fitrianiar Amri¹, Sampurno A Chaliq², Indah Masri³

¹Magister Ilmu Kefarmasian, Fakultas Farmasi, Universitas Pancasila, ²Fakultas Farmasi, Universitas Pancasila,

³Fakultas Ekonomi dan Bisnis, Universitas Pancasila

Article Info	ABSTRACT
Keywords: Effectiveness, Productivity, Work From Home	The COVID-19 pandemic has forced organizations to change their functional status quo, leading to the new norm of working from home (WFH). WFH has become an increasingly common practice and is an important dimension in the future of work. The implementation of the WFH model has raised issues, particularly in Indonesia, where the WFH culture has not yet become ingrained in organizations. Challenges related to the WFH model include productivity, effectiveness, and sales trends. The impact of implementing the Work From Home (WFH) policy at PT. MAP on work productivity and sales effectiveness has been examined. Despite some coordination and production challenges due to WFH, productivity at PT. MAP remains high. Quality Assurance (QA) analysis from 2020 to 2022 shows an increase in production each year. The implementation of WFH also affected the target and realization of Selling Out, which fluctuated from 2019 to 2022, but exceeded the target in 2022. WFH also influenced direct interactions with users such as doctors, nurses, midwives, and procurement departments in hospitals and pharmacies . Although there was initially a decrease in sales due to adaptation to WFH, sales subsequently increased due to the demand for medicines in the community, especially medicines like those sought for COVID-19 symptoms.External Factor Analysis (EFAS) indicates that the implementation of WFH has a significant potential (60.5%) to enhance work productivity and sales effectiveness, despite some weaknesses (39.5%). Therefore, the implementation of WFH at PT. MAP has a greater strength (73%) than weakness (27%) and still has the potential to become a routine work model, especially at the headquarters.
This is an open access article under the CC BY-NC license 	Corresponding Author: Fitrianiar Amri Magister Ilmu Kefarmasian, Fakultas Farmasi, Universitas Pancasila Fitrianiamri@yahoo.co.id

INTRODUCTION

The COVID-19 pandemic in 2020-2022 changed the organizational patterns and governance of corporate culture. (Stephanie et al., 2020), leading many companies to implement a work from home (WFH) system. (Kinffin et al., 2021). Until now, WFH has become common and is predicted to be important in the future (Bai et al., 2020). The concept of WFH involves telecommuting, where workers do not have to come to the office

and can work through online platforms (Sharena and Shadid, 2020). Although initially WFH was considered ineffective in many developing countries, including Indonesia which was not fully ready for technological adaptation, the pandemic forced its implementation (Setyawana and Lestari, 2020)

PT Molex Ayus Pharmaceutical (PT MAP) is a pharmaceutical company that also implemented WFH during the pandemic to maintain productivity. Initially, productivity declined, but began to improve in the following years. Although WFH poses challenges such as service delays and the need for IT investment, technology tools such as Zoom and Teams help support team meetings. In some countries, an uncomfortable home environment adds to worker stress.

This study aims to analyze the implementation of WFH work mechanisms to increase productivity and sales effectiveness at PT MAP. The results of the study indicate that despite challenges, WFH can be a routine work model because productivity and sales remain good. Therefore, the implementation of WFH at PT MAP will be analyzed to determine its impact on work productivity and sales effectiveness.

Theoretical Review

Working From Home

Work from home (WFH) is the activity of working remotely, usually from home, which is carried out for a period of more than a week (Stephanie et al., 2020). This method provides flexibility in terms of working hours, balance of responsibilities, and time savings (Jason and Gray, 2000). Before the pandemic, several companies had implemented WFH as a way to recruit and retain skilled employees and increase commitment and work time matching (Aboelmaged, 2012).

During the COVID-19 pandemic, WFH has become important to reduce virus transmission and maintain production. Although not the main choice for some employees, WFH has become an alternative for jobs that do not require a physical location. According to Dayaram and Burgess, the pandemic has driven a significant shift in work mechanisms towards WFH for various types of jobs (Burgess et al., 2020). For the younger generation, WFH eliminates the need to wake up early and go to the office, considered efficient because it only requires a computer at home. Freelancers or remote workers are familiar with this term, different from office workers in terms of company regulations. Factors such as technology, globalization, fierce competition, and the need for work-life balance influence changes in work mechanisms. *Telecommuting*, as a form of WFH, allows work to be done anywhere and anytime (Narayan et al., 2017).

Working From Home Dimensions

According to (Gadecki et al., 2018), the implementation of work from home is divided into three dimensions, including (Saepudin et al., 2022):

a. Space

Defined as the transformation of the private space of the home (as a place of recognition of one's tendencies and articulation of oneself) into a pseudo-public space.

b. Time

Defined as the clash of two different time systems; cyclic time (household work) and linear time (professional tasks), which overlap due to the use of private space as a work space.

c. Social roles

Defined as a description of oneself as a remote worker, a constant manifestation of roles and positions.

Employee Productivity

Productivity in 20th century companies focused on the efficiency of manual workers, measured by the ratio of goods and services produced to time required. This is in contrast to the productivity of knowledge workers in modern organizations, which is measured by non-routine output and abstract input (Rafael et al., 2013). Employee productivity includes efficiency and effectiveness in completing tasks and responsibilities (Sandi et al., 1999). Effectiveness is the ability to complete tasks by deadline, while efficiency is completing tasks without wasting resources. Several studies have shown that the implementation of WFH increases efficiency, such as an IBM survey that showed 87% of employees felt more productive with WFH (Bailey et al., 2002).

WFH employees can adjust the work environment to suit their personal needs, thereby increasing efficiency. Individual factors such as digital orientation and digital capabilities, as well as organizational factors such as IT training, management support, and digital infrastructure, have a significant impact on employee productivity during WFH. This study examines employee and organizational conditions that affect productivity during WFH (Bailey et al., 2002).

Dimensions of Employees Productivity

According to (Sutrisno, 2006) worker productivity can be measured using the following indicators:

- a. Ability. The skills that employees have and their level of professionalism in the workplace are one indicator of their ability.
- b. Improve the results achieved. Workers are expected to improve the quality and quantity of targeted work.
- c. Work spirit. Can be defined as an effort to improve oneself in order to compare today with the previous day.
- d. Self-development. Can be done to support the success of future challenges and targets.
- e. Quality. It is defined as the result of the quality of employee work and is carried out with the aim of obtaining maximum results for the benefit of oneself and the company or organization.
- f. Efficiency. The results of work efficiency can be seen from the comparison of work output with the materials used as a whole.

Sales Effectiveness

Effectiveness is one way to measure the performance of salespeople. Efficiency refers to the ability to perform work well and correctly, taking into account the output and input of the work. Work is called efficient if the results or output are higher than the input used,

meaning that salespeople who can minimize resource costs to achieve certain outputs are efficient salespeople. Companies always want their employees to work as effectively as possible, because business success in achieving targets starts with employees who work optimally.

Effectiveness is the key to achieving targets set by a company or organization. (Steers, 1985) states that effectiveness can be an indicator of a group or organization's measurement in achieving targets. Work effectiveness measures how well individuals carry out *tasks* to achieve planned targets. The word effectiveness is often used in the workplace to describe whether organizational goals are appropriate. Effectiveness shows the benefits of something chosen for the benefit of the organization or company. According to Hasibuan, (2003), work effectiveness shows the level of success in achieving planned targets, including the quantity, quality, and timeliness of completing work. (Gibson, 2010) defines effectiveness as the achievement of mutually agreed targets, influenced by the level of loyalty of implementation. (Tampubolon, 2007) states that effectiveness is the acceptance of mutually agreed goals and the extent to which these goals are achieved reveals the level of effectiveness. Based on this definition, effectiveness is related to target acceptance, where efforts made by individuals, groups, or companies with certain targets show the level of effectiveness.

Dimensions of Sales Effectiveness

Effectiveness shows the ability of an agency or a certain group in achieving the agreed goals. The achievement of agreed goals and applicable parameters describes a group that has paid attention to its operational effectiveness. (Khairul Saleh, 2010) categorizes work effectiveness as follows:

- a. Involvement
Involvement is an act of involving employees in a particular activity so that employees or members feel responsible for the work that has been carried out.
- b. (Consistency)
Consistency is a stage of agreement among organizational members regarding the basic assumptions and core values of the organization.
- c. Adaptability
Adaptation is a level of ability of a group to understand the impact of the environment on the group.

Pharmaceutical Industry Production System

The pharmaceutical industry includes the production of finished drugs and pharmaceutical raw materials with the responsibility to produce products according to efficacy, safety, and quality standards. In Indonesia, strict regulations by BPOM regulate the principles of Good Manufacturing Practices (CPOB). The production process uses automatic conveyors from raw material preparation to packing (Bambang, 2007).

This industry is also involved in the procurement of chemicals, services such as health consultations, clinical trials, and research and development. During the COVID-19 pandemic, this industry implemented strict protocols such as physical distancing and increased work shifts to meet the increasing demand for drugs (BPOM, 2006)

Theoretical basis

Adaptive Selling Theory (AST) is a selling approach that emphasizes adaptation to customer needs and expectations during the interaction between the seller and the customer. It involves modifying the communication style, presentation format, and message content made by the seller based on the information they obtain about the selling situation. In the context of Work From Home (WFH), AST becomes crucial because sellers need to effectively adapt their strategies through virtual communication to understand customer needs, wants, and preferences (Weitz and Sujan, 1986), (Sujan et al., 1988).

Social Cognitive Theory (SCT) emphasizes learning that occurs in a social context, suggesting that human behavior is influenced by the interaction of personal factors, the environment, and behavioral patterns. This theory emphasizes the role of observation, social experience, and reciprocal determinism in shaping behavior. In a WFH situation, SCT suggests that marketers can improve communication and sales effectiveness by better understanding customer perceptions, attitudes, and beliefs, even in a virtual environment, to develop more effective communication strategies. (Nickerson, 2024).

Previous Research

Previous research conducted by (Afrianty et al., 2022) 19 found that the importance of digital orientation in staff selection criteria and for universities to shift to greater online course delivery, (Prasetyaningtyas et al., 2021) 32 found that WFH has a positive effect on Productivity when mediated by job satisfaction. (Mea & Hyronimus, 2020) 33 found that Work from Home has a positive and significant effect on Work-Life (Balance. Thorstensson, E., 2020) 34 found that the results of the study showed that working from home has a positive and negative effect on employee productivity and (Fadhillah, 2021) 35 found that the performance of the Human Resource Development and Personnel Agency apparatus in this WFH policy is still effective. Based on the research above, inconsistencies are still found in the findings of the study. So the novelty of this study is that it will discuss the effect of WFH on work productivity and employee sales effectiveness at PT MAP.

MATERIALS AND METHODS

The data collection method applied in this study consists of three main methods. One of them is the interview method using Focus Group Discussion (FGD) to marketing leaders at PT MAP. The type of research used is qualitative with a descriptive approach (Sugiyono, 2009). The descriptive approach is used to describe data that explains events or problems that occur related to the influence of Work From Home (WFH) on work productivity and sales effectiveness of PT. MAP during the pandemic 36. The interviewees provided answers that became the main results of this study. The research approach used in this study is qualitative, which focuses on the use of descriptive data in the form of written narratives from human oral expressions as the main instrument. This study aims to understand the impact of Work From Home (WFH) on work productivity and sales effectiveness at PT. MAP Jakarta, by taking primary data directly from the field and secondary data from relevant literature. Data analysis uses the SWOT method to evaluate the strengths, weaknesses,

opportunities, and threats of the WFH strategy, so that it can produce an effective strategy for PT. MAP in dealing with the implementation of WFH.

Conceptual Framework



Figure 1. Conceptual Framework

Data collection technique

This research instrument is designed to facilitate coordination and implementation of the study, thus facilitating identification of problems. Data collection methods include three main stages: Observation, where researchers directly observe the subjects and objects of research in the field while making analysis and notes related to the implementation of marketing strategies to anticipate WFH at PT MAP; Interviews, which are conducted to obtain initial information regarding problems from marketing and factory leaders at PT MAP; and Focus Group Discussion (FGD), which is used to present interview results and formulate strategies based on feedback from group discussions. Each of these stages is carried out with the aim of *increasing* sales effectiveness and employee productivity .

Research Procedures

The SWOT analysis in this study involves a comprehensive evaluation of internal and external factors affecting PT MAP, using the EFAS method to analyze external opportunities and threats and IFAS for internal strengths and weaknesses. This process begins with the identification and assessment of each factor using a priority and scoring scale, from very important to unimportant, and from outstanding to poor. As a result, this analysis integrates all these factors to determine effective strategies in dealing with the implementation of WFH, maximizing strengths and opportunities, and overcoming existing weaknesses and threats.

RESULTS AND DISCUSSION

Results

SWOT Analysis

SWOT analysis is used to identify important aspects to formulate company goals. This analysis maximizes strengths and opportunities, and minimizes weaknesses and threats. In SWOT analysis, a review of internal and external aspects that affect the results of the analysis is required. Once these aspects are known, the variables determined will be identified as strengths, weaknesses, opportunities, or threats to the company.

Table 1. IFAS Matrix in Improving Work Productivity and Sales Effectiveness at PT. MAP

External Factors	Weight	Ranking	Weight Score
Opportunity			
1 Support from the Ministry of Health	0.08	3	0.24
2 Increase in warehouse stock	0.11	4	0.44
3 Government policy	0.08	4	0.32
4 Maximize operator and machine work	0.09	3	0.27
5 Opportunities through online stores	0.14	3	0.42
6 Collaboration with Halodoc	0.12	3	0.36
	0.62		2.05
Threat			
1 Production raw materials	0.1	3	0.3
2 System lockdown	0.12	4	0.48
3 Mobility is disrupted	0.08	4	0.32
4 High transmission rate	0.08	3	0.24
	0.38		1.34
Total	1.00		3.39

In the IFAS Matrix analysis to improve work productivity and sales effectiveness at PT. MAP, various external factors have been identified as opportunities and threats. The identified opportunities include support from the Ministry of Health which provides a significant contribution with a score of 0.24, increasing warehouse stock which plays a major role in smooth distribution with a score of 0.44, government policies that support the industry with a score of 0.32, optimization of operator and machine work that increases efficiency with a score of 0.27, expansion opportunities through online stores with a score of 0.42, and strategic cooperation with Halodoc which adds a score of 0.36. The total score for opportunities is 2.05.

On the other hand, the existing threats include dependence on raw materials for *production* with a score of 0.3, the risk of a lockdown system that could severely hamper operations with a score of 0.48, disrupted mobilization that has the potential to greatly hamper distribution with a score of 0.32, and health risks from high disease transmission with a score of 0.24. The total score for threats is 1.34.

With a total overall score of 3.39, this result shows that PT. MAP has greater opportunities compared to the threats faced. Therefore, PT. MAP needs to take advantage of existing *opportunities* to increase productivity and sales effectiveness while managing risks from existing threats in order to operate more effectively and efficiently.

Table 2. External Factor Analysis Summary (EFAS) Matrix in improving work productivity and sales effectiveness at PT. MAP

External Factors	Weight	Ranking	Weight Score
Strength			
1 Have a wide company distribution reach	0.15	4	0.6
2 Product quantity and quality is good	0.15	4	0.6

External Factors	Weight	Ranking	Weight Score
3 Competent human resources	0.15	4	0.6
4 Having sophisticated machines with large production capacity	0.15	4	0.6
5 Companies often innovate	0.1	3	0.3
	0.7		2.7
Weakness			
1 Implementation of WFH work	0.1	4	0.4
2 Salesmen/medreps can't stay effective	0.1	3	0.3
3 Mobility is disrupted	0.1	3	0.3
	0.3		1
Total	1.0		3.7

Based on the EFAS results, there are several external factors that contribute to increasing work productivity and sales effectiveness at PT. MAP. The identified strength factors include having a wide distribution reach, good product quantity and quality, competent human resources, and having sophisticated machines with large production capacity. The total weighted score for strength is 2.7.

On the other hand, there are also weakness factors that need to be considered, such as the implementation of Work From Home (WFH), the inability of salesmen/medreps to remain effective, and disruptions in mobilization. The total weighted score for weaknesses is 1. With a total overall weight score of 3.7, this result shows that PT. MAP has more dominant strengths compared to the identified weaknesses. Therefore, PT. MAP needs to utilize existing strengths and overcome identified weaknesses to achieve better success.

Figure 2 Strategy Matrix With Analysis in improving work productivity and sales effectiveness at PT. MAP

		STRENGTH	WEAKNESS
		1) Memiliki jangkauan distribusi perusahaan yang luas 2) Kuantitas dan Kualitas produk bagus 3) SDM berkompeten 4) Mempunyai mesin yang canggih dengan kapasitas produksi yang besar 5) Perusahaan sering melakukan inovasi	1) Penerapan kerja WFH tidak 100% efektif 2) Salesman/medrep tidak bisa tetap efektif 3) Tidak semua user bersedia divisit langsung
Internal	Eksternal	OPPORTUNITIES	THREATS
		1) Dukungan dari kemenkes 2) Peningkatan stock gudang 3) Kebijakan Pemerintah 4) Memaksimal kan kerja operator dan mesin 5) Peluang melalui toko online 6) Kerjasama dengan Halodoc	1) Diarahkan secara verbal melalui phone, wa untuk apa saja yang harus dilakukan. Seminggu sekali meeting by online sangat membantu mengetahui permasalahan dilapangan meski tidak bertemu dengan mereka. 2) Team marketing kantor pusat koordinasi agak lebih mudah karena sifarnya administrative bisa by zoom yang bermasalah team sales di cabang terkait penawaran atau detailing produk by WA, direminder secara berkala, pengiriman brosur digital 3) Menekan kan ke PPIC agar koordinasi dengan team purchasing yang sedang WFH agar stock bahan bahan aman
		[S-O]	[W-O]
		1) Memaksimalkan distribusi produk hingga ke pelosok Indonesia dengan media online 2) Meningkatkan dan menjaga kuantitas dan kualitas produk 3) Terus meningkatkan kualitas produk dengan melakukan inovasi 4) Memaksimalkan chanel dan dukungan pemerintah dan Halodoc	1) Mengurangi biaya dalam packing produk dengan memaksimalkan proses produksi di pabrik utama pabrik order lebih cepat dan ditambah quantity nya tetap onn target untuk produksinya menambah produsen/supplier bahan kemas agar kebutuhan bahan kemas tetap terpenuhi
		[S-T]	[W-T]
		1) Diperlukan penjagaan kepercayaan bagi pemasok, pembeli dan juga pihak-pihak luar 2) Diperlukan menjaga reputasi serta membangun hubungan yang baik antara pembeli dan juga pemasok 3) Diperlukan meningkatkan inovasi produk seperti bahan baku yang digunakan dan juga agar sesuai dengan kebutuhan pembeli diperlukan menjaga kapasitas perusahaan	1) Mengurangi biaya dalam packing produk dengan memaksimalkan proses produksi di pabrik utama pabrik order lebih cepat dan ditambah quantity nya tetap onn target untuk produksinya menambah produsen/supplier bahan kemas agar kebutuhan bahan kemas tetap terpenuhi

IE Analysis

The portfolio matrix that positions companies on a 9-cell display is known as the IE or Internal-External matrix. This IE matrix is formed based on two main components: the EFE (External Factor Evaluation) Matrix and the IFE (Internal Factor Evaluation) Matrix. A company's position in the IE matrix is determined by the total score obtained from both matrices. The total score from the IFE Matrix will be placed on the X-axis, while the total score from the EFE Matrix will be placed on the Y-axis.

For PT. MAP, the analysis of the EFE Matrix and IFE Matrix showed significant results in increasing work productivity and product sales effectiveness. Based on the results of the analysis, PT. MAP obtained a total score of 3.39 on the EFE Matrix and a total score of 3.7 on the IFE Matrix. Thus, the position of PT. MAP in the IE matrix can be described as a strong position, *reflecting* superior internal performance and good adaptability to external factors. These results indicate that PT. MAP is in a strategic position to take advantage of opportunities and overcome threats in its business environment, while maximizing the efficiency and effectiveness of its internal operations.

Table 3 PT IE Matrix. EFE TOTAL WEIGHT SCORE MAP

	Strong 3.00-4.00	Currently 2.00-2.99	Weak 1.00-1.99
4	3	2	1
Tall			
3.00-4.00	I	II	III
3			
Currently			
2.00-2.99	IV	V	VI
2			
Low			
1.00-1.99	VII	VIII	IX
1			

Quadrant I in the matrix is occupied by position IE. In this quadrant I, it is indicated that PT MAP's current position is in the growth and development phase or often referred to as growth and build. Generally, in this quadrant I, several strategies can be applied, including intensive strategies or integrative strategies. According to (Bernadine, 2020) when a company is in the development and development phase or is in quadrant cells I, II and IV, the strategies that can be applied by the company are:

- Intensive Strategy, namely market penetration, market development, or product development.
- Integration strategies, namely backward integration, forward integration, and horizontal integration .

QA and SO Release Analysis

Table 4 QA Realization 2019 – 2022

Year	TARGET	QA RELEASE REALIZATION
2019		437,979,020,735
2020	334,076,545,400	362,926,819,499

Year	TARGET	QA RELEASE REALIZATION
2021	334,076,545,400	375,387,293,831
2022	427,784,084,004	475,933,010,002



QA Realization Images 2019 – 2022

The table and graph above show the results of the analysis of the realization of the QA department at PT MAP, where from 2020 to 2022 the production realization at PT MAP continued to increase every year even though the increase in production results was not significant. The data displayed shows that the COVID-19 pandemic and the WFH work system did not reduce production realization at PT MAP.

Table 5 SO Target vs SO Realization

YEAR	TARGET	REALIZATION
2019	456,000,000,000	386,385,201,844
2020	466,742,457,024	366,290,266,419
2021	433,560,351,619	410,060,774,255
2022	456,076,800,000	470,932,515,591

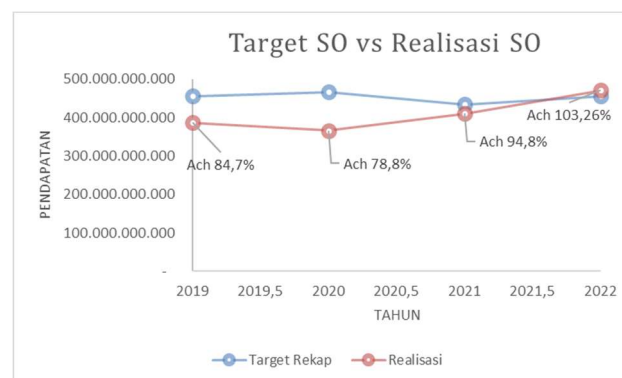


Figure 3 SO Target vs SO Realization Graph

The *table* and graph above show a visualization of the target and realization of Selling Out at PT MAP, where the target and realization in 2019 to 2022 experienced an increase and decrease. The data also shows that during 2019 to 2021 sales at PT MAP did not meet the target, but in 2022 PT MAP managed to make sales exceeding the target. The data displayed shows that the implementation of the WFH work system has an impact on the initial implementation after which the sales realization remains good.

Discussion

SWOT Analysis

There are four types of functional strategy combinations that can be applied during SWOT *analysis*, namely SO Strategy, WO Strategy, ST Strategy, and WT Strategy. The description of each of these combination strategies is as follows:

a. SO Strategy

- 1) Maximizing product distribution to remote areas of Indonesia with online media
- 2) Improve and maintain product quantity and quality
- 3) Continuously improve product quality by innovating
- 4) Maximizing government and Halodoc channels and support

b. WO Strategy

- 1) Directed verbally via phone, wa for what to do. *Meeting online once a week* is very helpful in knowing the problems in the field even though you don't meet them.
- 2) The head office marketing team's coordination is a bit easier because the administrative nature can be done via Zoom. The sales team at the branch can provide related product offers or details via WA, periodic reminders, sending digital brochures.
- 3) Pressing PPIC to coordinate with the purchasing team who is currently WFH so that the stock of materials is safe

c. ST Strategy

- 1) It is necessary to maintain trust for suppliers, buyers and external parties
- 2) It is necessary to maintain reputation and build good relationships between buyers and suppliers.
- 3) It is necessary to increase product innovation such as the raw materials used and also to meet buyer needs, it is necessary to maintain the company's capacity.

d. WT Strategy

The costs required for product packaging must be reduced by maximizing the production process at the main factory. The factory orders faster and increases the quantity to keep the production target on add producers/suppliers of packaging materials so that packaging material needs continue to be met

IE Analysis

Based on the matrix above, quadrant I shows that PT. MAP is currently in the growth and build phase. In this quadrant, the strategies that can be applied are intensive or integrative strategies. According to (Bernadine, 2020), when a company is in the growth and build phase, the *strategies* that can be applied are market penetration, market development, and product development. Intensive strategies, which include market penetration, market development, and product development, are the most appropriate strategies to implement in PT. MAP's conditions. Meanwhile, integrative strategies, which require control over distributors, suppliers, and/or competitors, may be less appropriate for PT. MAP's current capacity. Therefore, the alternative strategies needed and chosen are market penetration, market development, and product development.

- a. Intensive Strategy, namely market penetration, market development, or product development.
- b. Integration strategies, namely backward integration, forward integration, and horizontal integration.

Based on these results, the conclusion is that intensive strategy, which includes market penetration, market development, and product development, is the most appropriate *strategy* to be implemented in PT. MAP's conditions. Intensive strategy consists of three main elements, namely market penetration, market development, and product development. Meanwhile, the strategy that is less appropriate to be implemented in PT. MAP's conditions is the integrative strategy. This is because the integrative strategy requires control over distributors, suppliers, and/or competitors, which is currently not in accordance with PT. MAP's capacity. Therefore, the alternative strategies needed and chosen are market penetration, market development, and product development.

QA and SO Release Analysis

Based on the results of the analysis of the realization of the QA department at PT MAP, where from 2020 to 2022 the production realization at PT MAP continues to increase every year even though the increase in production results is not significant. The data displayed shows that the COVID-19 pandemic and the WFH work system do not reduce production realization at PT MAP.

The results of the QA and SO releases are reinforced by the results of interviews conducted by researchers with the factory and marketing parties of the company. Regarding the *implementation* of WFH strategies to increase work productivity, many organizational policies that support employees in WFH arrangements are considered organizational health and safety issues with limited influence and resources (Theberge and Neumann, 2013), making them difficult to implement. However, aligning WFH policies with organizational goals, such as productivity and performance, can help position these health and safety issues to the attention of decision makers and provide more resources and attention within the organization (Hackney et al. 2022).

Based on respondents (Plan Manager) stated that:

“ WFH is only implemented at the head office, after being reviewed, the factory cannot run WFH. The initial problem when WFH was implemented was not internal to the factory, the big problem was the arrival of raw materials, for example from China because a lockdown system was implemented so that mobilization was disrupted. The target was still safe at the beginning of the pandemic/when WFH began to be implemented”.

To increase monthly production targets, PT. MAP can utilize the strategy of maximizing existing human resources. The implementation of Work From Home (WFH) is considered effective if the production target is achieved. This can be achieved by improving operator and machine performance by setting hourly production targets or implementing an overtime system. Although WFH cannot be implemented in the factory because it requires physical presence, for the head office, WFH is considered not a problem and communication between the marketing team and distributors remains smooth via telephone. During the

pandemic, although there were several obstacles in production and coordination, employee performance did not experience a significant decline. PT. MAP also recorded an increase and decrease in sales targets and realizations from 2019 to 2022, with sales in 2022 successfully exceeding the target. This shows that the COVID-19 pandemic and the WFH work system affect sales targets and results at PT. MAP.

Meanwhile, based on respondent 3 (Production Manager), it was stated that:

"If it is related to the production process, everything can run as it is. The strategy is more towards PPIC/planning because coordination with the head office team that is running WFH, there must be a shortage between direct responses, so for the fulfillment of materials such as packaging materials, these raw materials are planned in the form of stock/more than the usual plan. Upsize stock for materials. Emphasizing on PPIC to coordinate with the purchasing team that is currently WFH so that the stock of materials is safe"

This is in accordance with the statement of Respondent 4 who stated that:

" It was quite effective during the early WFH, but now that we are entering a transition period from pandemic to endemic, the sales department that deals with outlets or users is still much more effective to meet in person. Compared to online, although online reminders are still being carried out. At the head office for the product department, decision-making ranks like that are still effective if WFH is implemented because coordination can be done by zoom and so on."

Based on respondent 5 (Sales Manager) stated that:

"At that time, what made sales improve again was the need for medicines in the community available at molex, such as alpara, which was highly sought after until the factory was overwhelmed to meet market needs/demand. Although it was difficult at first, the type of dimolex medicine was very much needed for fever, flu, cough (covid symptoms)."

Currently, the pandemic status is no longer valid so that the Work From Home policy is slowly no longer implemented in several government agencies, but in several private offices there are still some that provide work from home policies (Darmawan & Atmojo, 2020). The transformation of information technology facilitates work schemes and organizational habits that require offices or companies to change in all aspects in order to develop methods to gain competitive advantage (Suaedi, 2019).

Regarding the WFH mechanism strategy, it can be used as a routine work model at PT.MAP. The company stated that regarding work practices, the company concerned prohibits workers from working in the office or doing activities that make them mix in space and makes policies so that they work from home (Mustajab et al., 2020). With this policy, of course, it is not intended to reduce productivity and effectiveness and the implementation of this policy is intended to reduce the transmission of the COVID-19 virus.

According to Crosbie & Moore (2004), work from home (WFH) is a paid work strategy but the work can be done from anywhere, generally the work is carried out at least twenty hours in one week. In addition, WFH is also beneficial for the survival of workers, namely providing freedom of time and can also maximize monitoring of worker productivity in

working on their duties . Workers get relief when working from home such as convenience of access, cost savings, time and energy to get to the office. In addition, regulations regarding work from home have several disadvantages, including reducing worker performance so that it will affect the success of an office or company (Bloom et al., 2015).

CONCLUSION

In production, the strategy is focused on PPIC to overcome coordination with the WFH head office team which can result in material shortages. Despite implementing WFH, productivity at PT. MAP remains high, with QA analysis from 2020 to 2022 showing an increase in production each year. The implementation of WFH has an impact on work effectiveness at PT. MAP with the target and realization of Selling Out fluctuating from 2019 to 2022. WFH affects direct interaction with users such as doctors, nurses, midwives, and procurement departments in hospitals and pharmacies. Although sales initially decreased due to adaptation to WFH, sales increased again due to the need for drugs in the community, especially drugs such as alpara which are sought after due to COVID-19 symptoms. From the table, it can be concluded that the implementation of work from home (WFH) at PT. MAP has a great opportunity (60.5%) to increase work productivity and product sales effectiveness, although there are still weaknesses (39.5%). EFAS analysis shows that WFH has greater strengths (73%) than weaknesses (27%). Therefore, the implementation of WFH still has the potential to increase productivity and sales effectiveness, and can become a routine work model at PT. MAP, especially at the head office. The suggestions that researchers provide for the perfection of further research are as follows: This study has limited data limitations, so it is hoped that further research can expand the data sources. For further research, further research or further case studies should be conducted on other pharmaceutical companies. Further studies should also consider using the mixed method as this will further minimize bias in the research results.

REFERENCES

- Aboelmaged, Mohamed & Elsubbaugh, Shawky. (2012). Factors influencing perceived productivity of Egyptian teleworkers: An empirical study. *Measuring Business Excellence*. 16. 3-22.
- Aep Saepudin, M Dana Prihadi, Tuti Asmala, & Muhammad Yusuf. (2022). Work From Home (WFH) Policies Are Being Implemented At The Bandung City Public Works Department. *Journal of Research and Development on Public Policy*, 1(1), 42–50. <https://doi.org/10.58684/jarvic.v1i1.53>
- Badan POM. 2006. *Pedoman Cara Pembuatan Obat yang Baik (Guidelines on Good Manufacturing)*. Jakarta: Badan Pengawas Obat dan Makanan.
- Bai, Y. et al. 2020. Presumed Asymptomatic Carrier Transmission of COVID-19,” *Journal American Medical Association*. Vol 323(14):1406–1407.
- Bailey, Diane & Kurland, Nancy. (2002). A Review of Telework Research: Findings, New Directions, and Lessons for the Study of Modern Work. *Journal of Organizational Behavior*. 23. 383 - 400. 10.1002/job.144.

- Bambang P. 2007. Manajemen Industri Farmasi. Yogyakarta: Global Pustaka Utama
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly journal of economics*, 130(1), 165-218.
- Charlotte Nickerson, 2024, Teori Kognitif Sosial Albert Bandura
- Crosbie, T., & Moore, J. (2004). Work-life balance and working from home. *Social policy and society*, 3(3), 223-233.
- D. Sandy Staples, John S. Hulland, Christopher A. Higgins, (1999) A Self-Efficacy Theory Explanation for the Management of Remote Workers in Virtual Organizations. *Organization Science* 10(6):758-776.
- Darmawan, E., & Atmojo, M. E. (2020). Kebijakan work from home bagi aparatur sipil negara di masa pandemi Covid-19. *TheJournalish: Social and Government*, 1(3), 92-99.
- Fadhillah, W. I. (2021). Efektivitas Kinerja Aparatur Dalam Kebijakan Work From Home (Wfh) Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Di Kabupaten Agam Provinsi Sumatera Barat (Thesis,
- Hackney, A., Yung, M., Somasundram, K. G., Nowrouzi-Kia, B., Oakman, J., & Yazdani, A. (2022). Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity. *Plos one*, 17(10), e0274728.
- Jason Heyes and Alex Gray, 2000 View all authors and affiliations Homeworkers and the National Minimum Wage: Evidence from the Textiles and Clothing Industry Volume 15, Issue 4
- John Burgess, Kantha Dayaram, Linda Lambey, Tri Wulida Afrianty, 2020 The challenges of human resource development in Indonesia
- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Keesbir, S., Klein, P. G., Lee, S. Y., . . . Vugt, M. v. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63-77.
- Lakshmi Narayanan, Shanker Menon Dhofar University, Salalah, Oman, 2017, Telecommuting: The Work Anywhere, Anyplace, Anytime Organization in the 21st Century
- Mea, M. H. D., & Hyronimus, H. (2020). Pengaruh Work From Home terhadap work-life balance pekerja perempuan di Kota Ende. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis dan Inovasi Universitas Sam Ratulangi)*, 7(2).
- Mustajab, D., Bauw, A., Rasyid, A., Irawan, A., Akbar, M. A., & Hamid, M. A. (2020). Working from home phenomenon as an effort to prevent COVID-19 attacks and its impacts on work productivity. *TIJAB (The International Journal of Applied Business)*, 4(1), 13.
- Prasetyaningtyas, S. W., Heryanto, C., Nurfauzi, N. F., & Tanjung, S. B. (2021). The effect of work from home on employee productivity in banking industry. *Jurnal Aplikasi Manajemen*, 19(3).

- Rafael Yus Ramos Manuel Fernández Navas Monsalud Gallardo Gil Javier Barquín Ruiz M.^a
Pilar Sepúlveda Ruiz M.^a José Serván Núñez, 2013 Scientific Literacy and Its
Assessment Analysis of PISA Standardized Tests
- Setyawana, F. E. B., & Lestari, R. (2020). Challenges of Stay-atHome Policy Implementation
During the Coronavirus (Covid-19) Pandemic in Indonesia. *Jurnal Administrasi
Kesehatan Indonesia*, 8(1). 15-20
- Sharena , P. & Shahid, M. (2020). Work from home during COVID- 19 : Employees
perception and experiences. *GJRA - Global Journal For Research Analysis* . Vol. 9. No.
5. p . 1-4
- Stephanie L.H, Elnara F.E, Deirde A.Lane Paula Underhill, Gregory Y. H. Lip 2020
Comorbidities associated with mortality in 31,461 adults with COVID-19 in the United
States: A federated electronic medical record analysis
- Suaedi, F. (2019). *Dinamika Manajemen Strategis Sektor Publik di Era Perubahan*. Airlangga
University Press.
- Sujan, Harish, Barton A., Weitz and Mita Sujan, 1988, Increasing Sales Productivity by
Getting Sales People to Work Smarter, *Journal Of Personal Selling Adn Sales
Management*
- Sutrisno. (2009), *Manajemen Keuangan Teori, Konsep dan Aplikasi*, Edisi Pertama, Cetakan
Ketujuh, Penerbit Ekonisia, Yogyakarta
- Theberge, N., & Neumann, W. P. (2013). The relative role of safety and productivity in
Canadian ergonomists' professional practices. *Relations industrielles*, 68(3), 387-408.
- Thorstensson, E. (2020). The Influence of Working from Home on Employees' Productivity:
Comparative document analysis between the years 2000 and 2019-2020.
- Weitz, B.A., Sujan. H., M., 1986, Knowledge, Motivation, Adaptive Behaviour: A Framework
For Improving Selling Effectiveness. *Journal Of Marketing*. Vol. 50:174-191