



# The Evaluation of Remote Working Using CIPP Indicators, A Study at PT Karya Kaya Bahagia (harisenin.com)

Prasetyo Febiantono Saputra<sup>1</sup> and Deden Sutisna<sup>2</sup>

<sup>1</sup>Widyatama University, Bandung, Indonesia

<sup>2</sup>Widyatama University, Bandung, Indonesia

prasetyo.saputra@widyatama.ac.id

## 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

## 1. 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, et al. (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. 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.

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 descriptive information about the benefits and value of an object for decision-making and accountability support

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(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.

## 2. Literature Review

### 2.1 Management

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 effectiveness from the planning stage to implementation, and also ensure that 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.

### 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).

### 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. 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. 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. 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

Surya, E. P. A., & Syahti, M. N. (2024) define remote working as work activities performed by employees outside the company's main office environment. Employees have the flexibility to choose where they want to work, including private offices, co-working spaces, cafes, or even from their own homes.

### 3. 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. Triangulation in this context refers to verifying data from various sources, using different methods, and conducted at different times (Sugiyono, 2013). The triangulation technique used is Methodological Triangulation, where the data verification process is carried out by examining information from the same source using different methods. For example, data obtained through interviews is then validated by conducting observations or through documentation (Sugiyono, 2013).

### 4. Results & 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 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](http://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.

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 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.

#### **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.

To gain a deeper understanding of the causes of issues in the implementation of remote working, the fishbone diagram is used to categorize the problems into several main categories, namely: Man (human), 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:

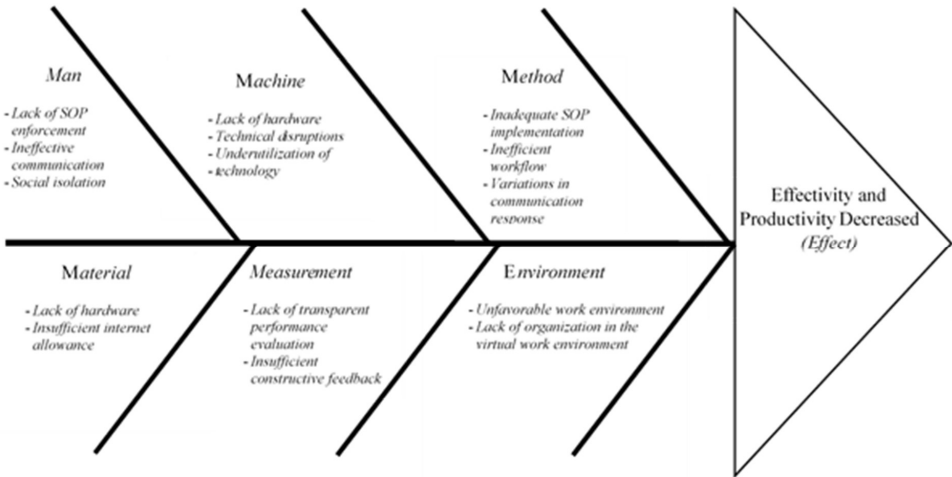


Figure 1. Fishbone diagram of the remote working evaluation results at PT Karya Kaya Bahagia (harisenin.com) using CIPP indicators.

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.

5. Conclusion

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.

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 devices, 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.

(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.

#### Disclosure of Interest

The authors have no competing interests to declare that are relevant to the content of this article.

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