

## ABSTRAK

Nama : Rifqi Yulan Husnia  
Program Studi : Administrasi Publik Bidang Minat Administrasi dan Manajemen Kepegawaian  
Judul : Analisis Kinerja Organisasi dalam Implementasi Fleksibilitas Tempat Kerja di Lingkungan Direktorat Jenderal Bea dan Cukai

Karya tulis tugas akhir ini membahas mengenai capaian kinerja organisasi Direktorat Jenderal Bea dan Cukai (DJBC) setelah mengimplementasikan fleksibilitas tempat kerja dengan membandingkan data pada laporan kinerja DJBC tahun 2018 s.d. tahun 2022. Penelitian ini merupakan penelitian kualitatif. Penulis menggunakan dengan metode analisis deskriptif kualitatif dengan teknik pengumpulan data studi pustaka dan wawancara. Penelitian dilakukan berdasarkan data pada laporan kinerja tahunan serta realisasi APBN tahun 2018 s.d. 2022, didukung dengan hasil wawancara serta studi peraturan perundang-undangan. Penerapan fleksibilitas tempat kerja yang dimulai sejak tahun 2020, menghasilkan kinerja organisasi yang tercapai sesuai target, dibuktikan dengan capaian kinerja terutama capaian realisasi penerimaan negara di bidang kepabeanan dan cukai yang selalu tercapai dan mengalami peningkatan dari tahun ke tahun. Nilai Kinerja Organisasi DJBC semasa menjalankan pola kerja baru juga selalu mendapat predikat istimewa. Hal ini menunjukkan bahwa kinerja organisasi tidak berdampak buruk karena adanya implementasi fleksibilitas tempat kerja di DJBC.

Kata kunci: fleksibilitas tempat kerja, kinerja organisasi, penerimaan negara

## ABSTRACT

*Name* : Rifqi Yulan Husnia  
*Study Program* : Public Administration Concentration of Human Resources Administration and Management  
*Title* : Analysis of Organizational Performance on Flexibility Working Space Implementation in Directorate General of Customs and Excise

*This final project paper discusses the organizational performance achievements of the Directorate General of Customs and Excise after implementing workplace flexibility by comparing data from the Directorate General of Customs and Excise performance reports from 2018 to 2022. This study is qualitative research. The author used a qualitative descriptive analysis method with data collection techniques from literature review and interviews. The research was conducted based on data from annual performance reports and the realization of the State Budget from 2018 to 2022, supported by interview results and a study of legislation and regulations. The implementation of flexibility working space, starting from 2020, has resulted in organizational performance that meets the targets, as evidenced by the organizational performance achievements, especially in the realization of state revenue on customs and excise, which are consistently achieved and have shown improvement over the years. The organizational performance value (NKO) of the Directorate General of Customs and Excise while implementing the new ways of working has always been rated as outstanding. This indicates that the organizational performance has not been negatively affected by the implementation of flexibility working space in Directorate General of Customs and Excise.*

*Key words: flexible working space, organizational performance, state revenue*