

HUMAN RESOURCES MANAGEMENT STRATEGY FOR THE PERIOD OF ORGANIZATIONAL REFORM AND PANDEMIC COVID 19

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Abstract :

Dynamic environmental change cannot be avoided but must be dealt with by implementing strategies for anticipation, by business or industry actors. Uncontrollable changes in the environment affect operations, productivity and business continuity. The 2019 Covid pandemic has had a real impact on the economy of individuals, families, organizations, industry, government, countries and even the world, beyond the economic crisis that has ever existed. In companies, the impact of this pandemic has a major impact on human resource management, especially in compensation policies, alternative work arrangements. Several policies have been implemented by the company to keep running its business, including from reducing working hours, housing for employees, to termination of employment. Each company has different policies according to the carrying capacity of its resources. This study aims to review human resource management policies, especially alternative work arrangements in several countries, industries or companies. The method is carried out using a comparative descriptive approach, purposive sampling technique, with secondary data from various sources.

Keyword:

organizational reform, alternative work arrangements, flexitime, flexiplace, and pandemics covid 19.

Introduction

Human resource management or now known as human capital management, is the key for sustainability finish organization for sustainability. Because good and proper management of Human Resources can increase the efficiency and competitiveness of the organization. So that the existence of the human resources department is needed to help individuals and organizations achieve organizational goals and sustainability. Because the department of human resources plays an important role for all organization at domestic and international level.

Organizational sustainability is not only determined by advertisements but by the attitudes and behavior of workers towards staff, especially to consumers as the company's reputation [1]. So that improving the quality of human resources, especially skills, knowledge and attitudes is the main concern of long-term goal-oriented companies.

Skills and knowledge of human resources as the main capital of the organization must be continuously improved in order to provide benefits to human resources themselves and the organization. Throughout history, in human capital is growing faster than other capital (nonhuman capital), it is characteristic of the most distinctive in the economic system. Direct expenditures on education and health can provide benefits for better employment opportunities; and increase skills, knowledge, productivity, workers' income, [2]. Supporting studies, found that the rate of return on human capital increases with increasing human capital stock, [3].

In practice individuals and organizations face many challenges in human resource management, especially environmental changes. These challenges include advances in information technology and increasing levels of education in human resources. This has an impact on organizations that need better-skilled human resources, requiring changes in human resource management by treating more responsibly and giving wisdom to their human resource work.

Environmental changes that are currently occurring, namely the Covid 19 pandemic, also require adjustments in the management of human resources appropriately. Some of the changes include working at home, sharing work time, working online, sharing jobs, and even new creative and innovative job opportunities as needed. Therefore, studies on human resource management are of serious concern for the sustainability of employees' work and the sustainability of organizational businesses, both service companies and manufacturing companies in the era of organizational reform and the Covid 19 pandemic.

As of November 3, 2020, a total of 48.3 million cases, 32 million recovered and 1.23 million died worldwide. In Indonesia, the total cases were 418,375, recovered 349,497 and died 14,146 with a positive rate of 13.38%, (kawalcovid19.id). That is what encourages the government to continue to

make efforts and policies related to Covid 19. Various efforts have been made by the government including large-scale social restriction programs, reducing MSME taxes, assistance to workers with low income, internet assistance or subsidies for students and educators, and other policies, which is expected to increase people's purchasing power so that it is expected to reduce the impact on the economy that is too large.

The purpose of this study is to find out how companies manage human resources in the era of organizational reform and the Covid 19 pandemic, so that business sustainability can be guaranteed. Analysis in the form of literature studies or publication references in journals or books that are closely related to the title of this article

Changes in the Organizational Environment and the Covid Pandemic 19

The human resources department has an important role in helping achieve individual and organizational goals. However they face the challenges of increasing demands from the workforce, organizations and society. Changes in the domestic and international environment in the fields of technology, law, politics, social, and economy affect company management, including human resource management, especially in maintaining business in global competition . The Covid 19 pandemic has not only affected the world economic system but also affected human resource management.

The main organizational challenges today, consist of: unemployment challenge; social responsibility challenges; health, food and housing challenges ; global competition challenges; the challenge of increasing population ; the challenges of workforce diversity; ethical challenges; and other unknown challenges , [1] . The Covid 19 pandemic is part of an unknown or known challenge from changes in the external environment which greatly affect human resource management and company performance.

The Covid 19 pandemic has a macro effect on the unemployment rate, people's income, welfare and economic growth. The unemployment rate for domestic workers and for Indonesian migrant workers increased significantly from the previous year , [4] . In micro, the COVID-19 pandemic affects individual performance and organizational performance. Several companies have made policies regarding human resource management related to the COVID-19 pandemic, including: work from home policy, reduction of working hours, sharing of work, laying off employees, to terminating employment. As long as the pandemic is not over, this policy will be increasingly implemented by companies to maintain the sustainability of their business. Apart from having an impact on the Indonesian economy, especially in the aspects of transportation, tourism, trade, health, and other sectors, the household sector most affected by the Covid 19 pandemic is the household sector [5] .

The work at home policy has both positive and negative impacts on individuals and organizations. For individuals working from home to save transportation costs to the workplace, so that they can be diverted to meet other needs related to Covid 19 such as medicines and masks, for companies there is a decrease in the morale of employees who work at home, due to the distraction of the working atmosphere at home, (6)] .

Environmental changes that occur are the responsibility of the company to make changes in the management of human resources so that they can respond according to the needs or desires of consumers. Companies are required to be better, faster, more competitive, more productive and more responsive. Some of these environmental changes include globalization, technological advances, deregulation, trends in the nature of work, diversity of the workforce, and regulatory trends that affect human resource management [7] .

Globalization as the tendency of companies to increase sales or production to new world markets. Advances in technology require human resources with more training and commitment, because technological progress requires a different nature or type of work. Government regulations to make companies better, and faster, need to be made so that companies become more competitive. Globalization, advances in information technology, and deregulation require different characteristics or types of work, from manufacturing to services from production to delivery services, not products anymore. This changes the nature of work from manual and factory workers to experienced workers, so that companies must prepare human resources with training as needed. The diversity of the workforce is the focus of company attention in managing human resources appropriately, such as trends in the female workforce, trends in the millennial workforce, and labor with different cultural norms.

The impact of Covid 19 on reducing employees to a decrease in turnover is estimated at 70% . Some of the alternative strategies undertaken by the company to survive and be sustainable are the implementation of unrelated diversification; implementation of cash flow management; setting operating hours, and implementing inventory management .

Managing human resources In Organization Reform

Pandemics provide opportunities and challenges for businesses in managing their human resources. The prospects for organizational management in the pandemic era for the future are managing under uncertainty, facilitating international and even global work, and redefining organizational performance, [8]. Due to the impact of this pandemic world crisis, organizations will change many human resource practices such as goals, processes, people management, performance management, and others, [9].

The three main challenges of human resources in the Covid 19 pandemic are communication, honesty, and changing policies quickly. Communication is needed so that leaders can convey information to employees regarding government policies concerning employee work life. Communication is also needed in coordinating and supervising the work of employees during a pandemic. Honesty is an important essence for working at home, managers discuss with the team about the implementation of work and employees make daily, weekly and monthly activity reports according to KPI. Rapid decision-making should take place in the event of a change in government regulations regarding a pandemic. Managers must deliver promptly so that information can reach employees quickly and be responsive to changes, (<https://www.processexcellencenetwork.com/>).

The advancement of the IT sector and the increasing quality of human resources are the driving factors for organizations to make changes in the management of their human resources to increase competitiveness. Several changes to the human resource management program include: alternative work arrangements, quality circle programs, quality improvement programs, self-directed teams, and re-engineering.

Alternative Work Arrangements

An alternative work arrangement program that can be implemented by companies is flexi-time, a plan where employees build their working days around core hours (for example, the core hour is 10.00-14.00). During core hours all employees are required to be in the office to facilitate coordination of tasks and work. Outside core hours, employees can adjust their working hours flexibly as long as they are not less than the number of hours worked per day.

In practice, flexion-time has pros and cons. The pro group argues that this program can reduce tardiness, increase productivity, reduce absenteeism and reduce sick leave. Meanwhile, the contra group argued that it tended to be difficult to implement, let alone the interdependent work, demanding the use of other timers. Supporting factors for successful flexion-time are management support; appropriate for staffing, professional, managerial and less successful factory jobs; the greater flexibility, the greater the benefits and disadvantages; a program director is needed to oversee all the specs of program implementation. Working remotely (telecommuting), and work from home are part of a new life order (new normal), where all individuals must be able to understand, anticipate, and adapt to changes in the current situation, [10].

Apart from bending time as part of an alternative work arrangement, the three- and four-day work week program. Flex-week is an arrangement that allows employees to work three or four days of 14 or 10 hours per day. The flex-week benefits are expected to increase productivity, fewer startups and shutdowns, lower costs (efficiency). While many advantages or weaknesses are delays and fatigue due to working time becomes longer.

Some alternative work arrangement programs apart from flexi-time and flexi-week are: 1) job-sharing programs: a concept that allows two or more people to share full-time jobs 2) flexi-place; employees are allowed to work at home or choose a work location close to home 3) telecommuting: work arrangement employees can work at home by using video, computers and telecommunication equipment to carry out their duties. 4) flexi-year: a work arrangement where employees can choose the number of hours in each month.

Quality Circle

The Quality Circle is a group of five or up to 10 trained employees meeting for one hour each week to look at and solve problems in their field. Steps to implement QC: 1) planning: top management decision making and appointment of consultants or facilitators and steering committee; 2) training: facilitators, project leaders meet with consultants to be trained in quality circle program; 3) initiation: meeting of employees, facilitators, and leaders for the introduction and determination of the quality circle program; 4) operation: problem identification, selection, problem analysis, solution recommendations and management review. In order for QC to be effective, conditions are needed, including changes in leadership style and company culture, namely bottom-up participation.

Total Quality Management Program

The success of the quality circle program does not run alone but is part of a comprehensive quality improvement program throughout the company, such as Total Quality Management , Quality Improvement Program , and Total Quality Control .

The following are three basic features of a total quality management program: 1) policy dissemination, company management working together to focus on customer satisfaction (conducting customer needs surveys) , 2) quality improvement team, consisting of functional teams, cross functional teams, task forces, and lead team. 3) Quality in daily work, encouraging individual employees to take a quality improvement approach to their work.

The total quality management program cannot run alone, requires the role of human resources to support the success of this program, several things that can be done by the human resources division include: a) ensuring all teams work in one policy ; b) not institutionalizing quality circles ; c) quality improvement never ends ; d) provide training to the Team; e) provide the skills needed by employees ; f) don't focus on increasing productivity ; g) prioritize needs ; h) identify businesses and encourage employees ; and i) reward individual efforts with tangible things.

1) Self directed teams

Self-directed teams are highly trained working group which consensus decision making and authority for directing their own activities. The success of the self-directed teams program is supported by building employee commitment, including empowering work teams with job enrichment and employee empowerment (training and empowerment), and making the team effective with adequate and consistent training, two-way communication, and small incentive plans.

2) Re engineering

Re-engineering is a fundamental rethinking and a radical re-design of business processes to achieve massive improvements to performance. The role of human resources in supporting the success of the reengineering program includes: a) building commitment; b) team building; c) changing the nature of work from specialist to generalist; d) transition from a controlled position to an empowerment position; e) transition from training to education; and f) shifts from activities to results.

Changes in external and internal environment, requires companies to adjust to management of an organization if it is to stay ahead of competition. Managing organizational reform is done to acquire and retain employees who have the skills, knowledge and attitudes that meet the needs of the company.

3) Strategy for managing human resources in the Covid Pandemic Era 19

Human resource management is a system consisting of several activities that are interdependent, they are not separate , one activity will affect other human resource activities , [1] . So that mistakes in the recruitment process can cause problems in placement, training, work relations, and compensation. As a system based on objectives , human resources consist of social, organizational, functional, and personal aspects. As a subsystem, human resources consist of the scope and challenges of human resources , recruitment and selection, development and evaluation, compensation and protection of human resources , labor relations and assessment. Human resource management is the practice and policy needed to bring someone to management activities including recruitment, selection, training, remuneration, and appraisal, [7] .

Every company needs its human resource policies and activities in line with the stated strategic objectives. Human resource strategy is the formulation and execution of policies and practices to produce the behaviors and competencies of employees needed to achieve predetermined strategic goals, [7] . Three tools can be used in human resource strategy : (1) strategy map, (2) HR scorecard, and (3) digital dashboard. The strategy map is a strategic planning tool that describes how the department's performance contributes to the achievement of corporate strategy goals. The HR scorecard is a process for setting financial and non-financial goals or a human resource matrix linked to the chain of activities needed to achieve corporate strategic goals and monitoring results. Digital dashboard displaying computerized graphics and images to managers where the company position stands as a result of the HR scorecard process. The strategy of managing human resources today is digital-based by using a set of tools as material for making decisions and policies in the field of human resources quickly, precisely and accurately.

During a pandemic when some people lose their jobs, decrease in income, which affects people's consumption or purchasing power, companies should not recruit new employees. The strategy that must be done is to empower the existing workforce more efficiently so that prices are more affordable for the people affected by the COVID-19 pandemic. The most important thing that companies must do is to equip employees with training in new methods or ways of working, according to market needs or digital-based activities .

During a pandemic, government regulations regarding social restrictions change people's habits of carrying out daily activities into new habits. Activities that were originally carried out outside the home, such as work, shopping, recreation, and other activities, with this regulation, some or almost all activities are carried out at home. This new habit must be anticipated by the industry in producing and offering its products to society according to changes. The strategy of producers or companies is more creative and innovative in producing products, and is closer to consumers in sales including services, so that training and development activities become a priority for human resource management.

The decline in sales and company revenue due to reduced demand affects the company's ability to compensate employees. In fact, to maintain the sustainability of the business of some companies, especially the tourism industry, the manufacturing industry has implemented policies to reduce working hours, employee housing and termination of employment. In the end, the measure of a company's success in managing human resources can be seen from its work productivity level, absentee level, turnover rate, recruitment costs per employee and occupational health and safety costs per employee.

Conclusion

The Covid 19 pandemic that occurred in Indonesia in March 2020, originating from Wuhan China had an impact on the economic system including manufacturing and service companies. Descending in yes the Indonesian economy characterized by lower economic growth and even negative growth rate. The impact is not only nationally but also on company performance, especially tourism and manufacturing companies. The decline in company performance has an impact on employment, so that some companies have implemented policies related to human resource management with flexible time, flexible places, reduced working hours, employee housing and termination of employment. This policy had to be implemented for business sustainability.

Strategies for managing human resources need to be designed for the future, in anticipation of uncontrollable environmental changes such as the Covid 19 pandemic. Policies related to human resource management aim to ensure that the company can

generate employee competencies, attitudes and behavior to support the achievement of predetermined strategic goals. At the time of the current Covid 19 pandemic, creative and innovative strategies are needed to stay competitive in a business environment full of uncertainty. The retained employee recruitment policy places more emphasis on training and human resource development according to the needs or demands of changing environments. Digitalization, working online, mastery of the IT field are the main competencies needed at this time, in order to provide better, faster, more competitive products and services to increase stakeholder satisfaction, especially consumers.

Finally, the success of the human resource department or manager is measured by how they can produce employees with the skills, attitudes or behavior that the company needs. The measurement can be in the form of training time per employee, productivity per employee, and customer satisfaction. From the organizational side, it can be seen from the return on investment and the company's profit share.

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