



Innovative Human Resource Management Strategies During the Covid-19 Pandemic: Telecommuting Practice

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Article Info	Abstract
Article History Received: 2022-11-22 Revised: 2022-12-20 Published: 2023-01-01 Keywords: <i>Covid-19; Telecommuting; Human Resources Management.</i>	The purpose of this study is to analysis what is human resources management strategies during the covid-19 pandemic at PT Pengembangan Industri Logam. This study using qualitative research with 6 participants to make mini model. Mini-model theory was obtained that displays seven (7) latent variables that determine the success of human resource management strategies during covid-19 Mini Model Theory which are in the form of work from home, productivity and efficiency, information technology, work-life balance, communication, work facility and performance evaluation. Information technology and communication negatively affects human resources management strategies because of signal constraints experienced by employees when doing work at home. It also has an impact on work that cannot be interrupted on time and communication that is hampered.
Artikel Info	Abstrak
Sejarah Artikel Diterima: 2022-11-22 Direvisi: 2022-12-20 Dipublikasi: 2023-01-01 Kata kunci: <i>Covid19; Telecommuting; Manajemen Sumber Daya Manusia.</i>	Tujuan dari penelitian ini adalah untuk menganalisis apa saja strategi pengelolaan SDM pada masa pandemi covid-19 di PT Pembangunan Industri Logam. Penelitian ini menggunakan penelitian kualitatif dengan 6 partisipan untuk membuat model mini. Didapatkan mini model theory yang menampilkan tujuh (7) variabel laten yang menentukan keberhasilan strategi pengelolaan sumber daya manusia selama covid-19 Mini Model Theory berupa work from home, produktivitas dan efisiensi, teknologi informasi, work-life keseimbangan, komunikasi, fasilitas kerja dan evaluasi kinerja. Teknologi informasi dan komunikasi berpengaruh negatif terhadap strategi manajemen sumber daya manusia karena kendala sinyal yang dialami karyawan saat melakukan pekerjaan di rumah. Hal tersebut juga berdampak pada pekerjaan yang tidak dapat terputus waktu dan komunikasi yang terhambat.

I. INTRODUCTION

Covid-19 is one of the deadly diseases that at the beginning of its appearance, causes patients to have difficulty breathing, unable to use their sense of smell and also a sense of taste that cannot works. This virus will be even more dangerous when it hits patients who already have hereditary diseases or so-called comorbidities. In Indonesia, until this moment there were 157,966 patients died with a total of 6,508,521 deaths in 233 countries. The high mortality rate made the government make a new regulation, namely the existence of work from home. Where employees are not allowed to work in one room, but are required to work at home. Another change that is mandatory by the government for the public is the mandatory use of masks in public areas, and the mandatory vaccination of the Covid-19 virus with a minimum of two doses. People are also required to check their body temperature when they want to enter public areas. Various kinds of changes that have been made by the government make it mandatory for companies to have innovative

work methods. Where each worker can meet in one container, but still comply with health protocols by keeping a distance.

Remote work or what is called telecommuting is a way of working in an organization or company that is carried out partially or completely outside the conventional office with the help of telecommunications services and information. This practice certainly not only received a positive response from the workforce, but there were also those who gave a negative response. Basically, telecommuting practice provides many benefits, such as flexibility in managing work time. However, the unstable condition of the internet in Indonesia makes it difficult for workers to communicate with other colleagues. This is what must be avoided by the human resources department of a company. Human resource management acts as an advisory or counseling role, service role and control role. According to Cherrington, human resource management functions as an employment consisting of three important things, namely planning, withdrawal and also selection. Human resource

managers or abbreviated as HR, have the responsibility to anticipate the various needs of employees. In addition, HR management also functions to evaluate performance, coordinate well with various departments in one organization or company, and conduct training and effective development for workers.

The results of the work of this department are very influential on the quality of work of the employees which has an impact on the health of the company. Therefore, a company is required to have good human resources management members. The Covid-19 outbreak is a special concern for business actors at this time, because of the various kinds of regulations made by the government, which makes business actors must have innovations in working methods. One of the methods of work that is currently being carried out by many companies is by telecommuting or what can be said to be by working in different places with the help of tools electronics. Based on the description above, the purpose of this study is to determine the role of telecommuting strategies that have been carried out by the company's human resource management during the Covid-19 pandemic.

II. METHOD

1. Research paradigm

According to Bogdan and Taylor in Moleong (1993) qualitative research produces an over-view of the object as a whole in a descriptive form in the form of written or spoken words of the individual and his behavior.

2. Research Strategy

The purpose of this study using the case study method is because researchers want to get a comprehensive picture of telecommuting practices during covid-19 in the company by collecting data through manuscripts interviews, observations, field notes and documentation.

3. Research Location

PT Pengembangan Industri Logam is located at Jl. DR. Ide Anak Agung Gde Agung No.6.2, RT.5/RW.2, Kuningan, Karet Kuningan, Setiabudi District, South Jakarta City, Special Capital Region of Jakarta 12940.

4. Data Collection Method

The data collection procedure carried out in this study is by the following methods:

a) Documentation

According to Sugiyono (2012), documentation is a record of past events and

can be in the form of writings, drawings or monumental works of a person.

b) Observation

The method of data collection by observing an object, both the state and behavior of the subject to be studied. Observation is the systematic observation and recording of a symptom that appears in the object of study (Hadi in Prastowo, 2011).

c) Interview

Prastowo (2011) explains that this method is when two or more people exchange information and ideas directly with the way of oral questioning and answering.

5. Data Validity and Objectivity

A study must be tested for its validity in order to be accounted for from all sides. According to Sugiyono (2012) the data validity test in qualitative research includes credibility, transferability, dependability and confirmability tests. In qualitative research, the confirmability test can be carried out in conjunction with the dependability test because it has the same properties. Research can be said to be objective if the results of the study have been agreed upon by many people (Sugiyono, 2012).

III. RESULT AND SUGGESTION

1. Work from Home

Work from home is a work concept where employees can do their work at home with flexible working hours. Working from home is one of the government's efforts to prevent the expansion of the Covid-19 outbreak in Indonesia (Purwanto et al., 2020). Work from home is one of the strategies carried out by PT Pengembangan Industri Logam during the Covid-19 pandemic. This stratgei was also chosen by taking into account the working conditions carried out by the employee. For now, PT Pengembangan Industri Logam applies a 50:50 system where the employee attendance scheme in the office is only allowed as much as 50% of the total employees.

2. Productivity and Efficiency

According to Kadir and Triwahyuni (2005) computer-based technology is able to increase work efficiency and effectiveness. Hezberg in Riggio (2008) said that employee job satisfaction can be influenced by hygienic factors, namely all attributes attached to the job, such as work environment, leadership, profit perception, company policies, and so on. In

telecommuting practice, the hygiene factor is seen from the company's policy in supporting employees to be able to work at home with work requirements that are completed on time. This can increase employee productivity in doing work efficiently.

3. Information Technology

According to Subari (2014) information technology is a technology that can be used to process, process, obtain, compile, store and manipulate data in various ways to obtain quality information, namely information that is relevant, accurate, and timely and used for personal, business, government purposes which is strategic information in decision making. Technology has a very big role in the success of the work from home strategy that has been determined by the company. As for in practice, an employee must have a stable Internet connection in his home. A stable internet condition will affect the quality of a person's work.

4. Work Life Balance

Work-life balance can be interpreted as a person's desire to achieve balance in terms of work and life. According to Clarke et al (2004), work-life balance is a condition where a person can carry out various roles in life in harmony. Carlos et al in Valen (2017) define work-life balance as the fulfillment of negotiable expectations and is shared between related roles in work and family. Fisher in Valen (2017) said that there are four components that become a benchmark for work-life balance, namely (1) time, including the amount of time used to work with time used for activities outside of work; (2) a person's behavior or actions to achieve the desired goal based on confidence to achieve the goal; (3) tension, including pressure, anxiety, difficulty in maintaining attention and loss of personal activities deemed important; (4) energy or source of ability in oneself that is used to achieve the expected goal.

5. Communication

Communication has an important role in social interaction, where if communication goes badly, then the interaction will be bad. But on the contrary, when communication goes well, the interaction that occurs will be positive. Communication according to experts is any form of goal that is sought to achieve mutual benefit. Communication is a process of

conveying something through various media such as words, symbols, images, numbers, and so on. Hovland (1953) argues that communication is a behavior in which individuals take the form to influence other individuals. Rogers (1981) defines communication as the process of conveying ideas from one source to another with the aim of influencing their behavior.

6. Work Facilities

Facilities are all supporting facilities or infrastructure that aim to facilitate an activity. Facilities in the world of work can be in the form of vehicles, communication devices (laptops or cellphones), or it can also be other supporting tools.

7. Performance Evaluation

In a company or organization, performance appraisal is very important for the development of the company. Performance is a benchmark of a person's ability to do or for the tasks charged to him. The better a person's performance, the better the results given. Performance can be influenced by various factors such as individual abilities or skills, psychological factors including perceptions or attitudes, and organizational variables such as resources or rewards (Gibson in Priansa, 2018).

IV. CONCLUSION AND SUGGESTION

A. Conclusion

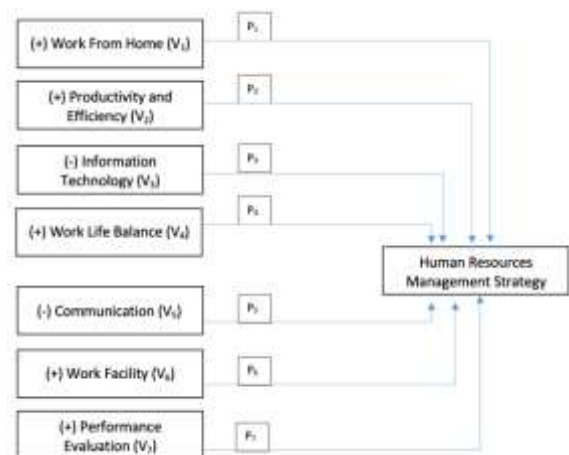


Figure 1. Mini Model Theory regarding Human Resource Management Strategies

After summarizing the literature that applies theory triangulation, a mini-model theory was obtained that displays seven (7) latent variables that determine the success of human resource management strategies

during covid-19 shown in Figure 3. Mini Model Theory regarding Human Resource Management Strategies, which are in the form of work from home, productivity and efficiency, information technology, work-life balance, communication, work facility and performance evaluation. Information technology and communication negatively affects human resources management strategies because of signal constraints experienced by employees when doing work at home. It also has an impact on work that cannot be interrupted on time and communication that is hampered.

B. Suggestion

This research has limitations where the condition of the company that requires work from home makes the theory less optimal because of the difficulty of conducting interviews with sources. Researchers recommend that subsequent studies can use different methods so as to produce more in-depth theories. In addition, the small number of workers is also one of the factors in this study. So it is advisable to conduct research with a larger number of speakers, so that the theory formed can be maximized. For academics, this research focuses on only one company. Therefore, quantifiable research can be continued by conducting hypothesis tests and can be done repeatedly until you get a grand theory.

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