

Human Resource Development and Employee Work Productivity in the Covid-19 Pandemic Era

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ABSTRACT

Most important organizational investments is human resources, where human resources are a factor of organizational success in order to survive and develop well. In the midst of the Covid-19 pandemic so that the human resources of the organization can make the maximum contribution, human resources need to be developed both through education and training. However, with the most appropriate and adaptive formula to all kinds of changes in the midst of the Covid-19 pandemic, employee development can occur either formally or informally and is very important for individuals and organizations. This development is needed as a form of self-adjustment with advances in science and technology, therefore the employee development program must be carried out in a sustainable and dynamic manner. The mentality of employees is greatly influenced from the point of view that today's performance must be improved if yesterday was wrong, and most importantly, the Covid-19 pandemic has made all organizations and companies must be adaptive. Employees who have this attitude will be encouraged to be dynamic, creative and open while remaining critical and responsive to new ideas and changes. This requires an appropriate human resource development strategy.

Keywords

Human resource development, work productivity

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

Introduction

The concept of human resource development is a method that is carried out with the intention of making human resources a source of competitive advantage. The definition of HR development according to Silalahi (2000), human resource development is a continuous effort to improve the quality of human resources in the broadest sense, through education, training, and coaching.

Based on practical experience that the development of effective human resources can increase work productivity, morale, and the potential in the institution, human resource development programs are not only related to positions or jobs, but also increase in insight, ways of thinking, and the ability to work together, as well as attitudes toward environmental changes.

The goal of human resource development is to prepare the competencies needed for a change in position or position in the long term in anticipation of possible changes in society or the environment of the institution concerned. Human resource development as a source of competitive advantage is a determining factor because the

program is closely related to the organization's need for highly competent employees.

According to Tilaar (1999), "what is demanded in 21st century society is superior human resources who can continuously survive in a competitive or competitive society and demand quality of life both in products and services in common life".

Human resource development in other terms is called *personnel development*. Another management expert, Flipppo (1984) called it *staff development*.

For Bangun (2012), human resource development is a process to improve the ability of human resources to help achieve organizational goals. Human resource development is a planned and continuous effort made by management to improve employee competence and organizational performance. Guidance and development of human resources are activities designed to increase the knowledge and skills needed for the benefit of one's future work. The success of education and training can have a positive influence on the mission and objectives of human resource development, considering that to get

productive human resources in an organization, employees who have the ability and expertise are required according to their field of work. Apart from professional abilities, attitudes and behaviors are also needed as a reflection of the moral of human resources. Therefore, we need a media that connects it namely through education and training.

Human resource development is intended to increase the work productivity of individuals, groups and the entire organization. This becomes important because the company cannot control the changes that occur in the external environment, for that the company is required to develop and prepare the existing resources within the company to be able to survive changes in the external environment of the company or organization.

Work Productivity Theory

To be able to carry out the best service for the community, organizations need employees who have the ability and skills to carry out their work so that employee work productivity becomes high. According to George J. Washin, productivity contains two main concepts, namely efficiency and effectiveness. Efficiency measures the level of resources, both human, financial, and natural needed to meet the desired service level, the effectiveness of measuring quality results service achieved.

The opinion above suggests that the meaning of productivity is different from production which only examines the factor *output*. Productivity refers to a level of comparison between the amount of output and the amount of input. The relationship between productivity, output, and input can be seen in the general formula as follows:

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

According to Pandji Anoraga (2005), there are 10 factors that employees really want to increase employee productivity, namely: (1) an attractive job, (2) good wages, (3) security and protection at work, (4) work ethic and (5) environment. or good work facilities, (6) promotion and development of themselves in line with company development, (7) feeling involved in organizational activities, (8)

understanding and sympathy for personal matters, (9) loyalty of leaders to employees, (10) Hard work discipline. It is not something easy to measure productivity at a wide level and scope using the concept of *total productivity (total productivity index)*. Apart from the difficulty in gathering sufficient data, the results are not always usable. Many organizations have programs to develop the meaning of measuring the productivity of each part, prioritizing the use of internal information rather than the *total productivity index* (Cascio & Mill, 1986). On that basis, to understand productivity, it will be easier if it begins with a partial productivity analysis that measures one productivity area that can be defined operationally with clear indicators.

There are several areas of partial productivity that can be measured. Haberstad (Hidayat, 1986) mentions seven areas, namely: labor productivity, organizational productivity, capital productivity, marketing productivity, production productivity, financial productivity and product productivity.

Of the seven measurable partial productivity fields, the one who occupies a strategic position in order to increase the productivity of an institution is the workforce, namely individuals who work at the institution. Basically, the productivity of an institution or company is the accumulation of the productivity of its employees. The study of labor productivity is based on empirical experience in the early stages of the industrial revolution - in western countries - the problem of labor productivity is of primary concern, besides production and marketing. In relation to labor productivity, apart from being a ratio between *input* and *output*, productivity also means a mental attitude that always has the view that the quality of life today must be better than yesterday and tomorrow must be better than today (Suprihanto, 1986).

Although it is admitted that no two individuals are the same, based on his analysis of a number of research results, Ranftl (Timpe) has succeeded in capturing the key characteristics of a productive employee profile. The characteristics referred to are more than just meeting job qualifications, being highly motivated, having a positive job orientation, being mature, and being able to get along effectively.

The definition of work productivity according to Handari (1990) is as follows:

Work productivity is the best comparison between the results obtained (output) and the number of work sources used (input). Work productivity is said to be high if the results obtained are greater than the labor resources used. Conversely, work productivity is said to be low, if the results obtained are smaller than the labor resources used.

From the definition of work productivity above, work productivity implies a comparison between the results achieved and the participation of labor pressing on the work results in the organization which are the embodiment of its goals, while the work results can be material and non-material. Thus work productivity is described by the level of success in achieving its goals, while the work results can be material and non-material. Thus work productivity is described by the level of success in achieving organizational goals.

Furthermore, according to the National Work Productivity Council of the Republic of Indonesia in 1983 (in Sedarmayanti, 1995):

Work productivity means a mental attitude that always has a view, the quality of life today must be better than yesterday and tomorrow is better than today.

From the above description, in simple terms, it is a numerical comparison between the amount produced and the number of sources used during production. Productivity, especially work productivity is closely related, among others, to the unit of time, technology, management processes (planning, organizing, mobilizing, controlling) and work discipline.

To better understand the definition of productivity, Olso's 1984 productivity charter (in Ravianto, 1985) states that:

Productivity is a universal concept, intended to provide more and more goods and services for the needs of more people using as few resources as possible.

Productivity is based on a multidisciplinary approach that effectively formulates goals, plans, develops and executes productive means, using resources efficiently while maintaining quality.

Productivity in an integrated manner involves all human efforts by using skills, capital, management technology, information, energy and other resources, for the steady improvement of the quality of life for all humans.

Furthermore, Ravianto (1985) states the definition of work productivity as follows:

Work productivity is basically the result of the interaction of the environment, both the work environment and the environment outside of work, including the physical, social, cultural, and psychological environments. Labor productivity is a function of the product of motivation factors, work skills, personality, and clarity of roles, minus fatigue factors.

The attitude that holds that today's way of working must be better than yesterday and that tomorrow's results must be better than what is obtained today is called the mental attitude of productivity. An attitude like this will encourage people to be dynamic, creative, innovative, and open, as well as critical in seeking improvements and enhancements.

High work productivity is determined by high performance or work performance. Meanwhile, performance is highly dependent on work motivation and management processes, while employee motivation is largely determined by social conditions and needs.

Robbins (1993) states that "*An organization is productive if it achieves its goal, and does so by transferring inputs to output at the lowest cost. As such, productivity implies a concern for both effectiveness and efficiency*". Operationally in an organization or company emphasizes the effectiveness and efficiency. Both of these are largely determined by human resources. Now it has developed that the awareness that human resources are not merely a means of production that are forced to produce production services, but as an organizational or company asset that must be maintained and improved in quality. Among

the efforts to increase the value of human resources is through efforts to create a work environment that is conducive to achievement.

The Linkage of Human Resource Development and Employee Productivity Amid the Covid-19 Pandemic

To develop human resources, organizational management must make fundamental changes to conventional policies and practices. According to Handoko (in Usmara, 2002): "That management needs to have a long-term horizon, management develops a philosophy, sets goals and formulates strategies to achieve these goals. Competitive advantage is a unique position that organizations develop in dealing with severance workers and this may apply to higher education. The emphasis is that excellence can only be achieved by developing clear and *favorable differentiations* from competitors.

The most important condition for maintaining competitive advantage (*sustainability*) is that existing and potential competitors will not take action to shut down the organization's development. Thus, four conditions must be met before a resource can be called a source of competitive advantage.

- 1) Organizational resources are very precious (valuable), *skills* and *knowledge* are needed by the organization.
- 2) Relative to develop and thus scarce in a competitive environment. An advantage of an individual to produce *value*. a good
- 3) Very difficult to imitate or imitate, characteristic, unique and original.
- 4) Cannot be easily replaced (*substitute*) that are strategically significant, *the one and only*.

According Usmara (2002), there are several ways of improving their skills and abilities of an organization in order to develop human resources, namely:

- 1) Identify *the skills* and quality of human resources in harmony with environmental demands
- 2) Selecting human resources that have high performance and potential
- 3) Trying to meet the needs of organizations and individuals

- 4) Assess the performance and expertise of human resources
- 5) Provide adequate compensation to skilled and skilled personnel
- 6) Build a good work environment
- 7) Increase motivation for performance improvement

According to Tilaar (1997), 6 components that determine the development, change and success of organizational activities in the process of globalization, namely:

- 1) The existence of a clear vision is the beginning of major changes.
- 2) Mission is the formulation of steps which is the key to starting the initiative to realize, evaluate and sharpen activities to achieve the goals set out in the vision.
- 3) The work plan is an "*action plan*" to realize the mission that has been formulated.
- 4) Resources, in the form of human resources and capital to support the realization of the work plan
- 5) Professional skills, to realize the work plan in order to produce high performance and quality
- 6) Motivation and incentives, which become a driving force for excitement. work of the actors (in the organization) to continually promote sustainable change.

Human resources are the key to organizational success. The progress of an organization is largely determined by the quality of educated human resources. High skilled and mastering science and technology. Thus education is a fundamental need in an effort to improve the quality of human resources. Education is able to make humans have high quality and in the end it will increase national productivity and contribute to advancing the nation. Education means to develop humans in an effort to realize the ideals of the nation.

Currently, we are not only facing globalization, but we are also required to be able to adapt to the changes at work during a pandemic like this. Not only effective, not only efficient but also able to maximize root technology to maintain productivity.

A person's ability to work starts from the education and training that is followed. Education and training are basically a means for increasing

human knowledge and skills as well as providing changes in attitudes and encouragement for achievement. Intensive education and training will increase one's skills so that the resulting workers will be of higher quality and quickly completed. In other words, education and training are open opportunities for someone to do better. Opportunities in this case also include:

- 1) Opportunities to work
- 2) Jobs in accordance with education, skills and interests
- 3) Opportunities for achievement and self-development.

Work productivity is the result of the interaction between work (*ability*) and motivation (*motivation*). The abilities are shaped and influenced by knowledge and skills. The factors that determine knowledge include education, experience, training and desire. The skills are influenced by talent, intelligence, and personality. Work motivation can be influenced by the physical condition, social conditions of the work environment, as well as the basic needs of employees. Productivity can be interpreted, among other things, from the aspect of individual appearance. Thus, employees who have the ability and high motivation in carrying out their duties will be able to support the organization by becoming a productive employee characterized by fulfilling job qualifications, positive job orientation, maturity, highly motivated, and able to get along effectively. This is influenced by the human ability to adapt to environmental changes, how all the restrictions and rules that are implemented during a pandemic will affect one's productivity. A person's ability can be seen from how an organization changes from a physically met work pattern, to anything done electronically. Then the absence or limitation of activities that involve involvement *physical* will of course affect a person's motivation, because it is certain that humans are social creatures who cannot contribute optimally without help from other people. This is what ultimately a person's productivity in the midst of the Covid-19 pandemic can be considered declining.

Conclusion

1. Human resource development can be directed at increasing individual capabilities. Education

and training is an effort to improve capabilities with the aim of adapting to various changes and challenges faced, including in the midst of the Covid-19 pandemic, what must be considered is the most appropriate and appropriate method, due to implementation limitations *face to face*. So we need the most effective formula for the implementation of this education and training.

2. Work productivity implies a mental attitude that always improves performance from the previous day. Even in the midst of the Covid-19 pandemic, humans or individuals are required to remain productive amidst various limitations.
3. A well-planned human resource development will produce *output* quality, so that it can increase work productivity and can prepare employees who are effective and efficient in carrying out their work. The Covid-19 pandemic came suddenly, all companies or organizations are required to carry out and transform their organizations to be adaptive to all the dynamics of change amid this pandemic.

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