

## HUMAN RESOURCES DEVELOPMENT STRATEGY IN THE POST- PANDEMIC COVID-19

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**Abstract:** The purpose of this study is to see HR strategies in dealing with the Covid-19 pandemic and the new normal. This study used a qualitative phenomenological study. Data were collected by means of observation and interviews with several HR leaders and employees, as well as reviewing some literature. In this study, the informants were six HR managers in Indonesia. The quality of human capital emphasizes the human function as a determining factor for the organization of financial, technological and material organizations. Then HR should be able to play a strategy in rearranging work processes and there are three strategic functions, namely: Systemic Thinking, Corporate Culture and Leadership. The weak ability to think systemic, corporate culture and leadership will have implications for the ability, creativity and sustainability of an organization in facing global competition and challenges, especially during the COVID-19 pandemic.

**Keywords:** Strategy, Human Resources Development, COVID-19 Pandemic

**Abstrak:** Tujuan dari penelitian ini untuk mengetahui strategi SDM dalam menghadapi pandemi Covid-19 dan new normal. Penelitian ini menggunakan penelitian kualitatif fenomenologi. Data diambil dengan cara observasi dan wawancara ke beberapa pemimpin SDM dan juga karyawan, serta mengkaji beberapa literatur. Dalam penelitian ini, informan sebanyak enam manager HR di Indonesia. Pendekatan mutu modal manusia menekankan fungsi manusia sebagai faktor penentu keberhasilan organisasi selain modal finansial, teknologi, dan material. Kemudian HR selayaknya bisa berperan strategis dalam pengaturan ulang proses kerja dan ada tiga fungsi strategis yaitu: Berpikir Sistemik, Budaya Perusahaan dan Kepemimpinan. Lemahnya kemampuan Berpikir Sistemik, Budaya Perusahaan dan Kepemimpinan akan membawa implikasi pada kemampuan berperstasi, daya kreasi dan keberlangsungan suatu organisasi dalam menghadapi era kompetisi dan tantangan global terutama di masa pandemic COVID-19.

**Kata Kunci:** Strategi, Pengembangan SDM, Pandemi Covid-19

## INTRODUCTION

The spread of the Corona or COVID-19 virus, which is increasingly massive in the new standard era, has had a massive impact on various aspects, including the macro and micro-economy. Many companies have felt the Corona pandemic's impact and have had to face a crisis period for their companies. Seeing these conditions, HR must have a vital and crucial role in the new standard era. The reason is that HR must align organizations and protect their assets to keep them safe and comfortable. Currently, many HR companies are racking their brains on making companies manage HR while surviving the COVID-19 pandemic, starting from the company's revenue side to the health and safety side of employees. There are many challenges that HR professionals have to face.

The problem that arises first is how HR executes Work from Home (WFH) strategies and policies and manages them. Even though the COVID-19 pandemic has made all businesses in various industries decline sharply, management still needs to do the planning. There is not a single employee, either junior or senior, who cannot be appropriately managed. Even though it is WFH, employees must still be handled so that they are not lost. All employees are asked to learn how to use digital media to establish good communication between employees and the company (Tuti, 2020).

The second problem is prioritizing important programs owned and relied on face-to-face collaboration (Yawson, 2020). Several things can be done to run effectively, one of which is by using video calls, but they are not sufficient. A case in point is training. Some training can be carried out without face to face. However, some training is challenging to do without face-to-face training in the QC section when determining Good / Not Good (NG) production goods. Training participants need training in physical form when choosing Good / NG production goods.

The third problem is managing the stakeholders' fear and anxiety (both in terms of employees, management, customers). Companies need to make new policies for employees while working in the office; for example, all employees are required to wear masks, then the company also provides handwashing soap at several points in the work area, and so on. Apart from that, companies also need to create policies for their customers. For example, during shipping goods, customers are not affected by COVID-19. Warehouse employees and supplier delivery drivers must wear masks and gloves (Lemke, Apostolopoulos, & Sönmez, (2020). Tell

the procedure starting from picking up goods at the warehouse, moving goods from warehouses to trucks, and delivering goods. This procedure needs to be done so that all stakeholders feel safe.

Next is learning and adjusting existing policies (Hartigan, Ey, McCarthy, Capelin, & Lange, 2020). When the company issues a new policy To employees and other stakeholders, stakeholders can learn and adjust to themselves. For example, when working in the office policy, all employees must wear a mask, but maybe some employees think they need to add a face shield to feel more secure—called by learning new policies and adapting them to new standards.

Finally, if it is 100% WFH and a new standard, HR must ensure that employees are engaged and productive (Bartik, Cullen, Glaeser, Luca, & Stanton, 2020). When many employees work at home, the company can see that the employee is less involved. That is why companies need to keep employees involved and make employees feel responsible for their work even though they are not supervised at work. Before the COVID-19 pandemic, there was such a thing as an old working habit. Where we could interact with other people without any restrictions, touch things around us at will, rarely wear masks, do not pay too much detail in paying attention to personal and environmental hygiene, and others.\

However, since the COVID-19 pandemic, all employees need to improve their ability to use digital, so that a new habit of working performance will be formed. This new habit will result in new productivity with an increase in digital use. One of Indonesia's essential agendas in responding to the COVID-19 pandemic crisis is developing human resources capable of responding to globalization's challenges and the new normal in the future. This study aims to determine the HR strategy in dealing with the COVID-19 pandemic and the new normal. This HR strategy requires sensitivity to internal and external changes at the national and global levels. HR development in an organization is a form of development effort that is integral, both concerning HR as an individual and as a system and an organization as a vehicle for HR to meet any organization's needs.

## **METODE**

This research is qualitative. Data were collected using observation and interviews with several HR leaders and employees and reviewed some literature. A phenomenology study analyzed this study. Primary data sources used in this study come from research subjects

(Bandur, 2016). In this study, the informants were six HR managers in Indonesia. The research subjects are directly involved in primary data collection and are the interview activities' resource persons. Determination of informants is done by finding critical informants and adding depth to researchers' data using snowball techniques (Arikunto, 2010).

## **RESULT**

### **Policies That Support Business Sustainability**

Coronavirus has hit the business world. Dozens of giant companies have reportedly filed for bankruptcy, an unprecedented number. As quoted from Markets Insider, Sunday (23/8/2020), based on the Financial Times report, 46 companies with assets of at least US \$ 1 billion or around Rp.14 trillion (assuming an exchange rate of Rp.14,000) filed for bankruptcy until August 17, 2020. This condition was more severe than in 2009 or at the peak of the financial crisis (Altman, Kant, & Rattanuengyot, 2009).

The main challenge for HR practitioners here is to help the company's business survive in a good sense (Holtemöller, & Muradoglu, 2020). It may require HR to be more agile, especially to prepare skill-ups or even new employees' skills to adjust to the rapidly changing business developments according to market demands. Cost efficiency is likely to support this survival, although it does not always end with employment termination. HR must delve deeper into the cost structure, cash flow, and various financial predictions to provide the right insights to survive. Can the company's main business survive with a global and local situation affected by a pandemic like this? Because if it is difficult to survive, then the stories discussing changes in work patterns, such as setting up work from home or remote working, restructuring the organization, and managing human resource costs, seem useless.

### **Digitalization**

COVID-19 forces people to adapt to a massive digital transformation in various works (Shankar, 2020). Offline meeting activities are becoming a rare item, and online activities are mushrooming. HR needs to reflect on itself whether internal processes fully support the digitization of human resource management. Digitalization can start from the upstream. Online recruitment and selection processes, payroll and HRIS management, learning and development, and performance monitoring must be more optimally executed and contribute to business decisions. HR needs to move quickly by setting up the system independently or working with vendors experienced in payroll management and HRIS. Previously, many

companies have adapted through digitalization in the form of trading in e-commerce, doing digital marketing, making product quality improvements, adding services, and establishing and optimizing online customer marketing relationships. All company employees need to understand and adopt this to be responsive and adapt to environmental changes to survive. This digitalization strategy should also include rethinking the industry, designing social and digital strategies, and developing organizational capabilities.

### **Health and Safety**

COVID-19 is a virus that spreads quickly and can have fatal consequences for sufferers with certain health conditions. The higher the frequency of interactions between employees within the company or between employees and other third parties, the higher the virus's risk. HR must place the safety and health of employees above business interests. HR needs to properly prepare a workplace setting that meets the COVID-19 health protocol standards—rearranging job functions that can be done remotely or even transferred to third parties. Ideally, HR can also provide reminders to employees to always pay attention to and follow the standard procedures for the COVID-19 protocol in work and personal activities outside the company (Cheung, Ho, Cheng, Cham, & Lam, 2020). Workers' health insurance is a human right that businesses must comply with within the current pandemic (Rahmatullah, 2020). This responsibility is crucial because employees are an asset to the company. Employers must make preemptive and reactive efforts to provide worker health benefits so that the goals of humane labor regulation in Indonesia can be achieved. Work ties between employees and employers must run smoothly and mutually beneficial. Then HR should be able to play a strategic role in rearranging work processes. At least it can be explained that three strategic functions can be performed by HR, namely:

#### **a) Systemic Thinking**

Companies have to adapt to the future to survive. Businesses must adjust to functioning, and HR can affect its ability to move with pace and agility. HR has access to a holistic view that offers a strategic viewpoint for the whole process and ensures alignment, connectivity, and cooperation across departments, functions, and organizational groups (Smith, 2020). In response to the crisis generated by COVID-19, HR should promote a dialog that will ensure the right level of creativity, organizational proportions, and priority business priorities to respond to evolving consumer and market demands.

### **b) Organizational Culture**

Organizational culture is a crucial HR contribution area (Li, Liu, Mai, and Zhang, 2020). If HR manages workers to work at home or in the workplace, HR must take their effect into account. HR may evaluate culture and attempt to close the distance between culture and community and play an active role in handling different variables influencing society. HR may assist in prioritizing and sustaining a thriving community. Change is necessary, and HR is in the best position to catalyze transformation and inspire improvement in the market environment to strengthen its place.

### **c) Leadership**

Decisive leadership will ensure organizations' success in times of pandemics like this (Dirani et al., 2020; Bendriyanti and Dewi, 2020). HR has a vital role to play in developing leaders, ensuring they act appropriately and responsibly. As a leading cadre of leaders in the organization, HR is responsible for creating leadership practices that maintain focus, create connectivity, and ensure continuity among leaders and their team members. Leaders need new and improved skills in managing teams remotely, motivating employees to vision amid uncertainty, providing calm and clarity, aligning work among team members, and building cohesiveness. During the COVID 19 pandemic in an organization, the leadership needed is leadership with a mega-mindset (mega thinking), leadership that can provide new energy for subordinates (Bendriyanti and Dewi, 2020). A strong leadership spirit is needed for each individual, whether a leader or a subordinate. So, it is hoped that with a qualified leadership spirit, they will carry out their duties and responsibilities in an organization even though they work at home. The programs that have been launched in an organization continue to run as they should.

## **CONCLUSION**

In realizing and developing the company's sustainability after the COVID-19 pandemic, it is necessary to achieve a mature strategy and provide good results in strengthening human resources. One of the strategies implemented is implementing the HR strategy, namely policies that support business continuity, digitization, and health and safety. Equally important is that the strategic functions performed by HR are required to have a systemic mind, consider corporate culture and leadership to maintain the company's performance. This research

contributes to the HR sector for HR players, especially the HR development strategy, after the COVID-19 pandemic.

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