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## MANAGEMENT

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### THE ANALYSIS OF COMPANY POLICY ON THE QUALITY OF EMPLOYEES IN PRODUCTIVITY DEFENSE DURING THE PANDEMIC

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**Abstract.** In improving the quality of employee performance, a conducive working environment is needed so that employees can carry out their responsibilities and obligations properly and professionally so that work culture that lasts and has quality can be created. The company plays a very important role in maintaining the conditions of the employee's work culture so that employees as work resources can be more productive and comfortable with their work and work environment. In line with the demands of a company's target to remain and absorb workers, the productivity defense strategy is the main key to survive so that the economic wheel within the company remains stable even in the pandemic era. The results of the research from the facts in the field show that the provision of policies in the form of motivation and rewards is very important to support the quality of employee performance at the Hero Perdana company. Efforts are made to improve the quality of employee performance.

**Keywords:** obligation, pandemic, productivity.

**JEL Classification:** J08, M54.

### INTRODUCTION

The company is an important part in terms of employment for both educated and uneducated workers. Companies are able to contribute to alleviating movement during the COVID-19 pandemic. The resilience of a company is based on how to interpret the relationship with its human resources as a valuable asset and how the company becomes a popular policy.

Every company has an interest in the best policies that can be produced by a series of quality employee work within the company. Human resource management is the main factor to create the best performance and quality of work. In addition to monitoring the expertise or skills of its employees, human resource management also has the responsibility to create conducive characteristics of employees to obtain the best quality work and employee performance.

The presence of the COVID-19 pandemic requires companies to think about and maintain how to survive and adapt strategies in society. This means that the company must be able to carry

out targeted restructuring and adjustments. The priority adaptation forms include in the field of human resource management such as career development and training to improve the quality of employee work. Along with the adjustment of policies, the arrangement of human resources will also change. Thus companies must be sensitive and monitor changes that occur so that companies can always preventatively maintain the quality of work of their employees so that they remain productive during the Covid-19 pandemic.

In improving the quality of employee performance, a conducive working environment is needed so that employees can carry out their responsibilities and obligations properly and professionally so that work culture that lasts and has quality can be created. The company plays a very important role in maintaining the conditions of the employee's work culture so that employees as work resources can be more productive and comfortable with their work and work environment.

Work is a very basic need for society because survival always depends on the income obtained from a job. Along with the increase in people's decent living needs, it can also be ensured that work is a priority. Related to this situation, it takes a lot of open job opportunities for the community to realize a better standard of living and welfare.

The irony that is currently happening is that many companies have decided to close their businesses due to the impact of the pandemic, while the companies that are still surviving are faced with a difficult choice to regulate their policies. This will be a very important highlight point as well as a highly anticipated hope - later by employees, the agility, and agility of thinking to realize a popular and humane decision will be a test that is felt by many companies to achieve a good management ecosystem balance to survive in the era of the pandemic. In line with the target of a company to stand up and absorb workers, the defense strategy to be productive is the main key to survive so that the company's economy remains stable even in the pandemic era. Therefore, this study will discuss the analysis of company policy on the quality of employees in productivity defense during the pandemic.

## **LITERATURE REVIEW**

Human resources are one of the factors that have potential in the company. Human resources have the potential of mindset, knowledge, quality, motivation, and producing works that can improve the quality of the company. All of these potentials can affect the company's resilience in dealing with this pandemic situation. However, if the environmental conditions, technology, economic growth, development of information are not balanced with the quality of its human resources, the company will find it difficult to achieve the aspired goals.

According to Hasibuan (2013), human resource management is a science and art that regulates the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. This statement is supported by Marwansyah (2010). Human resource management can also be interpreted as the utilization of human resources within the organization which is carried out through the functions of human resource planning, recruitment and selection, human resource development, planning, and career development, providing compensation and welfare, occupational safety and health, and industrial relations. On the other hand (Stavrou et al., 2010) mentioned namely, training and internal career opportunities positively affected product, and service performance.

HRM is often important for companies to achieve competitiveness on the market (Pološki et al., 2008; Saha et al., 2017). Further, the competitiveness of companies is crucial for long-term business excellence (Đorđević et al., 2016). Yuniarti (2019) explained that one of the functions of human resources is training and development, in the sense that to get a well-educated workforce and appropriate resources, it is necessary to hold employee training and development.

Mangkunegara (2013) supported the statement that human resource management is planning, organizing, coordinating, implementing, and supervising the maintenance and separation of workers to achieve organizational goals.

Based on the above understanding, it can be concluded that human resource management is the utilization of potential resources in the face of corporate competition because this is a crucial part of long-term business excellence.

Every company certainly wants to achieve company goals by what the company aspires to. To achieve this goal, the role of the employees who work in it is very important. In the movement of employees by the wishes of the company, motivation must be built within the company itself. Motivation plays a very important role in determining employee behavior at work.

According to Samsudin (2011), motivation is the process of influencing or pushing from outside on a person or workgroup so that they want to carry out something that has been determined.

Research by Jain, et al (2019) stated that motivation is a significant factor that urges people to give their best execution and help in arriving at big business objectives. Jain, et al (2019) divided motivation into intrinsic, extrinsic, positive, negative, minor form, incentive, fear-based motivation, and achievement-based motivation.

George and Sabapathy (2011) added that extrinsic motivation stems from the external work environment to the task and is usually applied by someone other than the person being motivated. The external motivation maintains that the relationship between an individual's motives and the behavior is moderated by the individual's affection, and cognition of the outcomes (Dwivedula et al., 2011). Extrinsic motivation is related to 'tangible' rewards. (George and Sabapathy, 2011).

On the other hand, Kanfer et al.(2017) argue that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation. According to Cameron and Green (2019), the inner force which gives energy to the individuals for the accomplishment of organizational and personal goals is known as motivation. Chhotray et al (2018) argue that employee motivation means empower to the employees for leading the company towards the competitiveness.

From the statements mentioned above, it can be concluded that motivation is a person's encouragement to do something. Motivation is divided into intrinsic and extrinsic motivation. Extrinsic motivation is influenced by environmental factors, while intrinsic motivation is influenced by factors from within a person.

Employee performance is the result of work achieved by an individual or group of employees in a company. Employee performance is carried out with full responsibility to achieve company goals by what the company aspires to.

Hermiana, Yosepha (2019) explained that performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Al Mehrzi and Singh (2016) add that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets, or predetermined criteria that have been mutually agreed upon.

According to Mangkunegara (2015) performance is the result in quality and quantity achieved by an employee and carrying out his duties by the responsibilities given to him. Guest, et al (2017) mentioned that absenteeism and turnover can be reduced which ultimately increases the quality of work and high performance with the help of good practices of HR. Boer et al.(2017) also stated that there is an important role in employee retention by the HR management.

Girdwichai and Sriviboon (2020) stated that some evidence is rising that HR management plays an important role for retaining the exiting high-quality workforce. Kasmir (2016) added that performance is the result of a person's work and work behavior in a period, usually 1 year. Kasmir (2016) mentioned several factors that affect performance, including ability and expertise,

knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

From some of the statements above, it can be concluded that employee performance is the level of success or one's work performance during a certain period.

Parvar et al., (2013) explained the definition of quality of work-life as an effective program in improving working conditions (from the employee's point of view) and greater organizational effectiveness (from the manager's point of view). This quality of work-life plays a role in monitoring employees about the quality of their work and the quality of their work-life in helping managers to get ideas for improving an organization.

Nawawi (2016: 23), argued that the quality of work-life (Quality Work for Life) or abbreviated as QWL is a company's effort to be able to create a feeling of security and satisfaction at work so that human resources within the company become competitive. Siagian (2015: 320), the quality of work-life is a systematic concept in organizational life that emphasizes the involvement of workers to determine how they work and what contribution they can make to the company to achieve productivity goals and objectives.

### **PAPER OBJECTIVE**

Analyzing company policies in building employee motivation and productivity during the pandemic. Knowing company policies that can boost employee performance in productivity defense efforts during the pandemic.

### **METHODOLOGY**

This study used a qualitative descriptive method. According to Sugiyono (2017), qualitative descriptive research methods are in the form of research using case study methods or approaches. The use of this qualitative research method is carried out under natural object conditions. The use of this type of qualitative descriptive research is due to the clear definition of the research subject in digging up the required information. The place of research was conducted at Hero Perdana Company. The subjects and objects of this research are 5 employees at Hero Perdana Company, namely the President Director, HRGA, Operations Manager, Production Manager, Marketing Manager.

The research data collection method is a tool used in this study to collect information about the variables studied. In this study, the researcher acts as an instrument as well as a data collector. In addition, researchers used interview guides, questionnaires, and observation guidelines.

The analytical technique used in this study is intended to reveal the policies and quality of employees' work. Data analysis in this component consists of four interacting components, namely data collection, data reduction, data presentation, conclusion drawing, and verification. **RESULT AND**

### **DISCUSSION**

The results of this study focus on the analysis of company policies on the quality of work of employees in the defense of productivity during the pandemic by using qualitative descriptive analysis. The results of the acquisition of this research data indicate that the company's policies given to its employees can improve the quality of employees' work. By providing company policies in the form of motivation to employees, they can increase productivity efforts during this pandemic.

Based on the diagram Figure 1, it can be seen that the highest percentage of the company's strategy to retain its employees during the pandemic is the reduction of working hours, and then

followed by workers are laid off or dismissed, dismissed in a short time, furloughed partially paid, laid off with full pay.

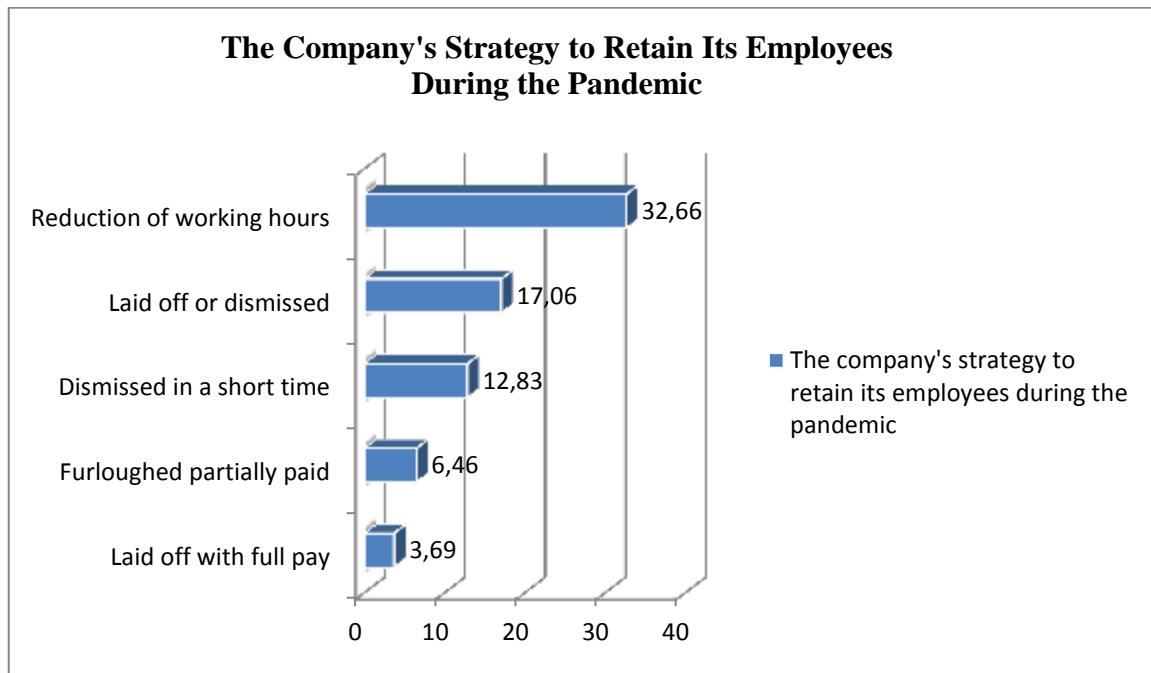


Figure 1. The Company's Strategy to Retain Its Employees During the Pandemic

Source :Databoks Analysis of the Impact of the Covid-19 Survey on Business Actors

The descriptions of the characteristics of the informants in this study are:

1. Description of the characteristics of the informant

In this study, the informants were directors and employees of Hero Perdana company who were considered representative in gathering information during this research. The informants in this study were the Director, HRGA, Operations Manager, Marketing Manager, Production Manager.

2. Description of Research Results

Data from the results of this study were obtained through in-depth interviews conducted by researchers at the company Hero Perdana company. These informants are directors as policy holders and several employees who are representative in their fields.

The descriptions of research results in in-depth interviews on several variables are:

1. President Director, questions about company policies which in essence contain the substance of company policies that are embedded to stimulate employee motivation through group discussion forums every 2 weeks through group discussion forums the company can better know the characteristics, ideas, opinions because there is an interaction between the company and employees. The company also provides rewards or awards for the best employees, usually, these rewards are given every year. Employees need a form of attention from the company because they have worked hard, one of which is to motivate these employees by giving rewards or awards for what they have achieved. Because in essence, when companies pay attention to their performance, they will be motivated to work harder so that company goals can be achieved. Especially during a pandemic like now, we need to continue to motivate employees so that the company's targets are also achieved.

2. Interview with HRGA in the form of company employee conditions. The current employees are quite satisfied with the company's policies, our turnover is not too high, and the average employees here are old people with more than 5 years of service. So far, employees'



internal and external motivations run in a balanced way, so the company feels right that the human resources we currently have already have self-awareness beyond our expectations, we don't even need a strategy to patch up this new policy for employees, they are voluntary and have a sense of belonging. who has a high reputation for this company, working with above-average productivity, whether during the pandemic or not.

3. Interview with the Operations Manager regarding the implementation of new policies and targets during this pandemic while remaining number 1 is how we convey this policy positively and happily so that the energy that is conveyed is also joy and enthusiasm for work, I am sure now they are quite happy and calm with this policy, survive and develop further until this pandemic storm is over.

4. Interview with the Production Manager about the production division's long-term targets and targets in maintaining the quality of employee performance in the era of the Covid-19 pandemic. Through being a solid team, and being able to contribute to the company, raising Hero Production, and presenting our best work to clients on behalf of a company, so that Hero Production is also remembered by the wider community.

5. Interview with the Marketing Manager regarding the marketing team's target to maintain the quality of employee performance in the Covid-19 pandemic era through continuing to learn and improve themselves, contributing twice as much in 2022, even though this is a pandemic, it turns out that now many ways can be done to keep growing.

The results of the research above are the process of collecting data from informants by research procedures. The researcher used a qualitative description method about company policies on the quality of employee performance during the productivity defense period during the pandemic at Hero Perdana company. The results of the research from the facts in the field show that the provision of policies in the form of motivation and rewards is very important to support the quality of employee performance at Hero Perdana company. Efforts are made to improve the quality of employee performance.

Figure 2 showed that Company Strategy in Indonesia Adapting to the Covid-19 Pandemic based on World Economic Forum, namely working from home, digitalization, automation, reducing workforce, upskilling/reskilling training.



Figure 2. Company Strategy in Indonesia Adapting to the Covid-19 Pandemic

Source: World Economic Forum 20 October 2020

The provision of motivation and rewards is a policy that plays a very important role in employees to support the quality of their employees' performance. Several ways to improve the ability and quality of employees are by conducting training according to the employee's field of work, participating in seminars or webinars, and conducting focus group discussions so that problems encountered at work can be resolved together. Giving motivation by Hero Perdana company to its employees is very important for employees to support their performance. Several ways to improve the quality of employee performance are by holding intensive focus group discussions, conducting training for employees, involving employees in seminars or webinars according to their field of work, providing annual rewards, and providing commensurate salaries. With the quality of performance shown by its employees with good performance skills, it can improve the company's image both in the eyes of relations and in the eyes of the community. From the explanation above, it can be concluded that the company's policy in motivating and giving rewards to its employees can improve the quality of its employees' performance. This is following the statement of Kanfer et al.(2017) that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation.

## CONCLUSION

From the results of the discussion on company policies on the quality of company performance during the defense period during the pandemic, it can be concluded that company policies in motivating work and providing rewards are very important for the quality of employee performance so that they can increase profits and company image in the eyes of relations and even society.

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### **АНАЛІЗ КАДРОВОЇ ПОЛІТИКИ КОМПАНІЇ ЩОДО ЕФЕКТИВНОСТІ ПЕРСОНАЛУ В ПИТАННЯХ ПІДВИЩЕННЯ ПРОДУКТИВНОСТІ ПІД ЧАС ПАНДЕМІЇ**

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Для покращення ефективності роботи співробітників необхідне сприятливе робоче середовище, щоб працівники могли належним чином і професійно виконувати свої обов'язки та зобов'язання, щоб можна було створити культуру довготривалої та якісної роботи. Компанія відіграє дуже важливу роль у підтримці умов культури праці співробітників, щоб працівники могли бути більш продуктивними та комфортними у своїй роботі та робочому середовищі. У відповідності з вимогами цілі компанії, стратегія захисту продуктивності є основним ключем до виживання, щоб економічне колесо в компанії залишалося стабільним навіть в епоху пандемії. Результати дослідження показують, що забезпечення політики у вигляді мотивації та винагород є дуже важливим для підтримки якості роботи співробітників компанії Hero Perdana.

**Ключові слова:** зобов'язання, пандемія, продуктивність.



## **АНАЛИЗ КАДРОВОЙ ПОЛИТИКИ КОМПАНИИ ОТНОСИТЕЛЬНО ЭФФЕКТИВНОСТИ ПЕРСОНАЛА В ВОПРОСАХ ПОВЫШЕНИЯ ПРОИЗВОДИТЕЛЬНОСТИ ВО ВРЕМЯ ПАНДЕМИИ**

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Для улучшения эффективности работы сотрудников необходима благоприятная рабочая среда, чтобы работники могли надлежащим образом и профессионально выполнять свои обязанности и обязательства, чтобы можно было создать культуру долговременной и качественной работы. Компания играет очень важную роль в поддержании условий культуры труда сотрудников, чтобы работники могли быть более продуктивными и комфортными в своей работе и в рабочей среде. Согласно требованиям цели компании, стратегия защиты производительности является основным ключом к выживанию, чтобы экономическое колесо в компании оставалось стабильным даже в эпоху пандемии. Результаты исследования показывают, что обеспечение политики в виде мотивации и вознаграждений очень важно для поддержания качества работы сотрудников компании Hero Perdana.

**Ключевые слова:** обязательство, пандемия, производительность.