



## Company's Strategy To Maintain The Quality Of Human Resources In New Normal In Retail And Multinational Companies

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### ABSTRACT

Covid-19, which is still a pandemic today, brings a change in lifestyle to the social order. People are required to adopt new habits (new normal) to be able to live productively. The new normal era began to be enforced by the government with the issuance of the Decree of the Minister of Health. Ensure a quality work process for each company by utilizing human resources as best as possible with some considerations. The study of retail companies and national DNA, to know and understand the strategy of national private companies to improve the performance of its employees in the face of the new era of normal As well as the process of multinational private companies to improve the performance of its employees at the beginning of the new normal era. The research will impact the development efforts of a healthy working environment by creating an office with the concept of open space, modern, ecofriendly and high-technology. In addition, the idea of 3T (Right Quality, On Time, On Target) and 3K (Communication, Coordination, Collaboration) must also be applied so that the talents can make a positive contribution to the company both in the era of covid 19 and in the new normal period.

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### 1. Introduction

Covid-19, which is still a pandemic today, brings a change in lifestyle to the social order. People are required to adopt new habits (*new normal*) to live productively. The new normal order is intended to prevent the addition of cases of Covid-19 transmission during community interactions whose restrictions have been loosened while still trying to parse the red zone area that has a high case so that it slowly decreases and gradually becomes a green zone [1], [2]. The *new normal* era began to be imposed by the government with the issuance of the Decree of the Minister of Health Number HK.01.07/Menkes/382/2020 concerning Health Protocols for People in Public Places and Facilities to Prevent and Control Corona Virus Disease 2019 (Covid-19) which was established on June 19, 2020. The Minister of Health issued two decrees as health protocols to implement new or new *normal* habits: implementing health protocols in office and industrial workplaces set on May 20, 2020. And the implementation of health protocols for the community in public places and facilities is set for June 19, 2020, which was then followed up by several ministries and local governments with a circular for details related to the implementation in the field [1]–[4].

The existence of orders from the centre is followed up with various adjustments by private companies and government agencies to continue to run. In terms of public services, the government also utilizes technology to realize optimal public benefits. The role of the State Civil Apparatus (ASN) dramatically determines the quality of public services. Therefore, the government strives to improve the quality of ASN with technology-related skills or services with *online* systems. Even before the Covid 19 pandemic, public benefits with *online* systems had begun. Still, a technological revolution that could not be bargained for had changed the order of the bureaucratic system in government. This is a challenge for the government in realizing a professional State Civil Apparatus (ASN) [5], [6].



The impact of Covid-19 is also strongly felt by private companies experiencing *financial distress*. In difficult times like this, companies are required to avoid bankruptcy to have a competitive advantage and be ready to bounce back in the new *normal*. Since the Covid-19 pandemic, data from the Ministry of Manpower as of April 7, 2020, shows that 39,977 companies have been laid off in the formal industrial sector. In addition to solutions with employee layoffs, the company also houses 1,010,579 employees. Meanwhile, in the informal sector, the number of workers affected by Covid-19 reached 34,453, with 189,452 workers. *Bibeault* (in Agus Cholik, 2020) suggested that the company could not continue to take steps only with employee layoffs but had to do something to improve its condition from a poor *performance* situation to a much better new problem (*good sustainable performance*)[5]–[8].

Not only in national private companies, but the impact of the Covid 19 pandemic also had a significant effect on multinational private companies. As happened to PT Victory Chingluh Indonesia, a foreign capital company engaged in the shoe manufacturing industry of Nike and Adidas brands originating from Taiwan. As one of the largest industries that employ approximately 23,000 workers are also affected by this pandemic. According to SGBN regional coordinator, due to the pandemic, shoe production at PT Victory Chingluh decreased drastically from the usual 100% to 45% in March and gradually reduced to 30% in April. This is because the supply of products is hampered internationally. After all, many products are stuck in ports and warehouses. In response to the decline in production, PT Victory Chingluh did not issue a policy on reducing working hours. The production process in this manufacturing industry continues to run normally using health protocols such as masks, disinfectants, and social distances. The company is making the company's efficient by cutting the number of workers.

From the background above, it can be known that since the Covid-19 pandemic to the *new normal*, there have been many changes in people's lives. Some shifts in the needs of the community as consumers have been seen. At this time, people no longer prioritize the need to improve self-image or actualization but emphasize more on basic needs, namely food and health. Likewise, the need for the internet and social media, which was previously only a compliment, but in the era of pandemic and new *normal* became an immediate need, so there was a very significant change, namely in the use of the internet, social media, online food ordering, *online* meetings, and people began to get used to digital payments. From the change in the order of public behaviour in the current normal era, it is necessary to have a mature management strategy of the company in improving employee performance, given that there is a significant change as a result of the Covid-19 pandemic affecting all sectors of life [9], [10].

## 2. Method

The design of this research is Literature Review or literature review. Literature review is research that examines or critically reviews the knowledge, ideas, or findings contained in the body of academic-oriented literature, and formulates its theoretical and methodological contributions to a particular topic, Cooper (2010). The nature of this study is descriptive analysis, namely the regular breakdown of data that has been obtained, then given understanding and explanation so that it can be understood well by readers of this Literature Review in synthesis using narrative methods by grouping similar extraction data according to the results measured to answer the goal. Research journals that fit the inclusion criteria are then collected and made journal summaries including the name of the researcher, the year of publication of the journal, the title of the study, methods and summary of results or findings. The summary of the research journal is entered into the table in accordance with the format mentioned above. To further clarify abstract analysis and full text the journal is read and observed. The journal summary is then conducted an analysis of the content contained in the purpose of the research and the results / findings of the study. Analysis of the contents of the journal, then conducted a code of the contents of the journal reviewed based on the outline or core of the study is done by parsing in a sentence then if it has been collected then searched for similarities and differences in each study and then discussed to draw conclusions.



### 3. Results And Discussion

#### 3.1 National Private Company Strategy in Improving Employee Performance In The New Normal Era.

The Covid 19 pandemic has hit all sectors of people's lives and the economy. And influence the behaviour and patterns of economic, business and business opportunities. Therefore, the entire industry must always be creative and innovative both in terms of products and product marketing mechanisms to survive the pandemic. In addition, businesses must also start adjusting their lives to the current conditions or living in a new normal era. One of the ways that many companies are affected by disasters is by conducting a *turnaround* strategy, which means 'turn the direction' Companies that experience such conditions seek to bounce back and get a 'competitive *advantage* so that companies that are in a state of 'crisis' can be immediately saved. If the company wants to execute a turnaround strategy successfully, the company must focus on having a competitive *advantage* because otherwise, it will be challenging to bounce back [5]–[8], [11], [12].

Competitive advantages can make the company create *superior value* for its customers and a *superior profit*. Competitive advantage can be obtained if the company can provide more value to customers than its competitors. One of the company's strategies in developing a competitive advantage is creativity and innovation. By having high imagination, the company will create innovations with various uniqueness that other companies do not own. By doing so, the company will quickly gain a competitive advantage. In addition to creativity and innovation, companies must also have rapid adaptabilities, such as the research results, which reveals the need for organizational adaptability to continue to exist and develop every business entity. Reported from the audit services company, Grant Thornton, Saturday (18/4/2020): five areas can be the focus of entrepreneurs to get through the crisis, namely:

1. Cash management cash flow arrangements are critical for companies to pass these tough challenges in 2020. Companies need to take steps to secure their cash supply, including taking necessary measures such as extending creditor payments, negotiating suspension of rental fees and bank loans, negotiating with customers for early prices to consider tax relief, as well as government programs that provide convenience for employers. Cash Management also covers how companies can forecast short and medium-term finance well.
2. *Contingency Planning*, Emergency response guidelines need to be prepared immediately to determine the crucial sectors in the company and ensure the strategies that will be taken are safe for business continuity in the future. Know where the critical points in the supply chain are, prepare emergency reserves when supplies are running low and identify alternative supplies included in this emergency planning. Also, make sure the employees who are in a crucial position to support the company's business can still work with high flexibility through work from home and remote meeting policies.
3. Shareholder Management, Good cash flow forecast will put the company in a stronger position when discussing with shareholders. It advised companies to be proactive and take the initiative to actively liaising with tax authorities, lenders and key suppliers to keep financial support available.
4. Pay attention to Employees; Understanding employee profiles becomes very important in finding various options for workforce solutions within the company. In some situations, employers will face a difficult position between retaining employees or having to make reductions for the sake of business continuity. Clear policies for work from home, unpaid leave to when employees should be quarantined in certain health conditions need to be delivered to know how they are positioned and receive messages from business leaders.
5. Form a Crisis Management Team, Form a dedicated team and make sure representatives from each division communicate with each other to discuss and determine the priorities of the problems facing the company and anticipate issues that may arise in the future. Early communication and openness with the team can build a healthy communication system and reach out to all employees, both working from home and who are still doing work in the office. Good communication also reduces the uncertainty and concerns of employees.

### 3.1 Multinational Private Company Strategy in Improving Employee Performance In The New Normal Era.

The transition from the Covid 19 pandemic to the new normal. Many regions in Indonesia have relaxed, but unfortunately, many of them no longer pay attention to health protocols. Even in this transition period, there have been many societies that translate as returning to normal life. In the business world, companies must be able to ensure employee activities remain smooth and safe. With the enactment of *the new normal*, the community is expected to resume carrying out activities as usual. Businesses, offices, and public facilities will resume operations with some adjustments, namely reducing physical contact, avoiding crowds and protecting themselves with the use of masks on the go, according to government recommendations. Both private companies and government agencies must consider many things before deciding on a new work system again. The human resources division even has to move quickly to manage employee work schedules with shift sharing. This is due to the government's recommendation that asks agencies or private companies to set a maximum of only 50% of the total number of employees who work in the office every day. Therefore, some agencies set the rhythm of employee work with a pattern of 2 shifts, namely morning and afternoon. Meanwhile, some companies use an employee work system with the 'alternating interval' method (one day of work and one day off) so that they can alternate with other employees[11]–[15].

Human resources (HR) are the company's most important assets. Therefore, it must be ensured that every company can manage its employees as best as possible to grow motivation, productivity, and loyalty to the company. In today's technological era, companies generally already use the system, *human capital* in managing their human resources, and one of the strategies is to use talent *management*. This is due in part to the fact that there are still many employees who are placed by the company less following their competence and talents. According to a survey conducted by Nugrahani and Wulansari (in Hartono, 2020), out of 17,632 correspondents, in 2014, 73% of employees were dissatisfied with their jobs, 54% had no conformity between educational and employment backgrounds, and 60% of employees did not have a career in their company. In the journal *Talent Management* multinational companies towards the *New Normal* Era: Challenges and Opportunities. Some companies use new talent management strategies to manage human resources to be more productive and loyal. Knez & Ruse (in Hartono, 2020) presents the definition of *talent management* which is the number, type and quality of employees who will achieve the company's strategic, operational objectives effectively. The focus is on the importance of identifying an optimal talent portfolio by calculating the impact of investment on the company's ability to achieve appropriate strategic and operational objectives or exceed expected[16]. To continue business and work in the new normal era, every human resource must adapt to build a unique HR atmosphere and can be compiled link and match HR planning. Although it has entered a transitional and new normal, businesses and industries must remain focused on managing human resources with all forms of changes and possibilities that can occur. Even this new normal era is the right time where talent management starts designing programs for business continuity[17]. *Deloitte* (2020) reveals 3 (three) phases that all tenacious leaders must face during the COVID 19 outbreak, namely: (a). Responding - dealing with the current situation and managing sustainability, (b) Restoring – learning and emerging more substantial, (c) Developing – preparing and forming a "new normal". Meanwhile, labour strategy in the recovery phase can be set by going through 5 (five) necessary actions, namely *reflect, recommit, re-engage, rethink, reboot*. These measures are significant to implement because they can help the organization bridge its crisis to the new normal[18].

In addition, to face the new normal needs to be built a healthy *working environment* and stimulus in the form of incentives to encourage employees to work more efficiently and productively. Efforts to develop a healthy *working environment* can be made by creating an office with the concept of *open space, modern, ecofriendly and high-technology*. In addition, the idea of 3T (Right Quality, On Time, On Target) and 3K (Communication, Coordination, Collaboration) must also be applied so that the *talents* can make a positive contribution to the company both in the era of covid 19 and in the new normal era.



#### 4. conclusion

Private companies have had such a significant impact on change. Starting from the stalled production process, the distribution is hampered, causing some private companies to collapse. There's been a lot of layoffs. However, some companies take a *turnaround* policy "turn the direction," and companies continue to hire employees by limiting capacity through the implementation of shifts and still implementing established health protocols.

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