

Model of Post-Pandemic Human Resource Strategy in Indonesian Private Companies

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ABSTRACT

Human resources are a problem that is often faced by every company, especially when coupled with the COVID-19 pandemic. Companies must continue to survive by getting benefits with the right human resource strategy, but the paradoxical reality is that hundreds of companies have closed their businesses due to increasingly serious problems. be it internal or external. The purpose of this research is to find out how big the relationship is between each informant and what indicators influence each of these variables. This research was carried out with a phenomenological qualitative approach, in which phenomenologists describe the essence of the big things from each person's part of their life experience. Phenomenologists must describe in detail where they obtain or experience a phenomenon from each individual. Five informants with decades or decades of experience and the highest positions in a company were given samples. research using a qualitative research approach. process in data processing using Nvivo 12 tools. The research instrument adopts findings from previous research and theoretical studies in order to make it easier to help with problems in the human resource strategy. The results obtained showed that 4 informants had strong and moderate correlation values for each informant, and only 1 informant did not have a strong relationship. The map analysis test includes indicators that have more than one similarity from each piece of information, as well as a descriptive test that strengthens the relationship to these variables.

1. INTRODUCTION

The problem of human resources is a fairly complex one because it involves all the activities of the company. A healthy company has good human resource management; otherwise, if it is not focused, the consequences will disrupt the goals of the company. Several human resource problems are numerous, including; employee maintenance and management, employee productivity, employee discipline level, employee retention, employee training, and maintaining employee loyalty.

Previous research supports the problems mentioned above, including the fact that employee or employee maintenance requires the proper focus from a manager or leader. If the maintenance of employees or employees is not optimal, the enthusiasm for work, attitude, and loyalty of employees or employees will be low. (Heryanto, 2021). A portion of the company can be viewed from various types of human resource management, which can be measured from the productivity of human resources individually and as a group created in the organizational construction section of the company (Iskandar, 2018). Planning discrepancies in obtaining human resources for activities in the company are not optimal. Likewise with employee recruitment, training, compensation, and job assessment, which have a direct effect on the company. company or company activities that are not optimal will reduce performance, so this happens in resource management, which will lead to failure (Saleh et al., 2021).

Employee productivity is a key part of a company; when workers or employees work productively, the effect is that the company will show good results, especially in achieving goals or goals, but conversely, when workers do not work productively, the effect is that the company will not reach the goals or goals of the company. (Agustini & Dewi, 2019) Motivation and work experience that achieves this will help the success of a company in achieving goals or objectives, because through these two factors it will automatically create a productive part of work productivity and achieve benefits for the

company, and the opposite is also true if the part of work productivity is not good; the effect becomes a company obstacle in achieving the goals or objectives of the company. (Suwanto et al., 2021)

Employees or employees benefit from discipline, and vice versa. If discipline is not suppressed, it has a bad effect on the company. The problem will be much worse because the negative effects of employees, particularly on sales, will decrease and highlight the company's lower productivity. (Syafrina, 2017). It is meant to explain the discipline of employees or employees in 2017 and 2018, where it is explained that it shows a decrease in performance (as measured by attendance), and because attendance is so dominant, this has a strong influence on the weak control carried out by the leadership on the performance of employees or employees. (Farisi et al., 2020)

If employee retention can be carried out carefully by the company, the work carried out by employees will be good, and the goals of the company can be maximized. Employee retention helps eliminate the waste of time, effort, and money used in recruiting and training new employees. Keeping employees out requires expertise from the company, which is the main goal of employee retention (Suta & Ardana, 2019). The main thing to focus on is making good human resources; the company must maintain a strategy in order to maintain human resources or retain qualified employees. The activity of maintaining superior employees requires good management (Rahmawati, 2019).

Activities carrying out good goals require the development of human resources who have a mission in planning and action in a company, which must be bridged by education and training activities (Safitri, 2019). Employee training is required to bridge the gap between employees' abilities and the abilities expected by the company, ensuring that the company's productivity or performance is not harmed or negatively impacted (Fibriany, 2017).

Job satisfaction is a problem that arises in the company and is then followed by employee loyalty, where many employees or employees do not intend to support each other with other employees, but actually if employees or employees support each other, it will be easier for the company to have goals where it is not possible to have goals or goals that are carried out individually (Sausan et al., 2021). If many employees or employees leave the company, the company can reduce recruitment costs; of course, this has an effect due to a lack of loyalty to the company (Kurniawan, 2019).

Based on previous research and theoretical studies, various variables have not been explained in qualitative research. This makes researchers want to know in detail both the descriptive data and the observed variables or indicators of these various variables, namely: employee engagement, learning and development, reward, talent, and employer branding, including details from descriptive data such as gender, type of company, and title or position. The above is state-of-the-art because the indicators obtained come from empirical evidence that is combined with robust variable theory.

From this, this research has a formulation of questions; "How big is the relationship between the variables?" and "What empirical indicators are found for each variable?" in addition to "what descriptive indicators are there for each variable?" From the background above, the researchers focused on research with the title "Post-Pandemic Human Resource Strategy Models in Private Companies in Indonesia.

2. METHOD

This study was conducted using qualitative research methods, with a phenomenological approach. Phenomenological studies explain the core meaning of an individual's experience that is perceived to be quite unique in his life. Phenomenology focuses on descriptions that are similar to those of all informants who are believed to have experienced a phenomenon. The phenomenology in question is paying attention to one's knowledge of a phenomenon that is felt or believed as a whole. The description of the phenomenon, as well as whether or not each individual or group has prior experience with or knowledge of it the classification of groups varies, with groups of 3-4 per person or up to 10-15 (Creswell & Poth, 2016). This research was carried out with an estimate for the period March 2021–June 2021, where the number of informants presented was five, of which five had a track record as the company's top leaders and were always in touch with human resource policies. The experience that had been carried out was an average of over 10 years. The data obtained through data collection is triangulated during the research period (Burhanudin & Mahribi, 2022).

The methods or procedures used in data processing are supported by the Nvivo 12 application, a special tool for conducting analysis in a qualitative research approach and has an international reputation throughout the world. the types of analysis carried out varied from data validity, data description and cluster tests and map analysis (Gençten, 2022; Mrad, 2022; Zhafira, 2022). research supported by Nvivo 12 promises to process data that is capable of forming either a paradigm or a model of Human resources.

3. RESULTS AND DISCUSSION

Results

The table below shows a matrix of results from interviews with several informants, where the table is detailed as follows:

Table 1. Informant details and interview effects

Informant	Gender	Position	Company name	The type of company	Variables
EED	Woman	Chief Human Capital	AM	Financial Service	<p>Employee Engagement Ensuring employee protection works well to support the physical health conditions and mental health of employees (Lemon & Boman, 2022; Saks, 2022).</p> <p>Learning and development In building a learning culture, the goal is to form the technical competencies and leadership capabilities needed by companies (Darling-Hammond et al., 2022; Kurbanova et al., 2022).</p> <p>Rewards Flexible benefits: employees have the flexibility to exchange benefits provided by the company for things needed during a pandemic to stay healthy and productive (Mdhlalose, 2022; Park et al., 2022).</p> <p>Talents Designed to develop the company's best talents, there are three categories: high potential, mission-critical, and emerging leaders (Kaliannan et al.,</p>

					2022; Kwon & Jang, 2022).
JP	Man	HC Director	EJ	Retailer	<p>Learning and development</p> <p>In line with the new culture being promoted in the form of nine competencies employees must have (Darling-Hammond et al., 2022; Kurbanova et al., 2022).</p> <p>Talents</p> <p>Providing talent through strategic recruitment is especially important for new businesses (Kaliannan et al., 2022; Kwon & Jang, 2022).</p>
AS	Woman	CPO	DI	Financial Service	<p>Learning and development</p> <p>In building a learning culture, the goal is to develop the technical competence and leadership capabilities needed by the company. The number of hours of learning that employees take compared to before demonstrates the success of human resource development and transformation (Darling-Hammond et al., 2022; Kurbanova et al., 2022).</p> <p>Rewards</p> <p>Flexible benefits, employees have the flexibility to exchange the benefits provided by the company for things needed during the pandemic to stay healthy and productive. The performance appraisal system is designed to be transparent and fair to reward employees who excel and indulge employees who are tested to have a positive impact on business (Mdhlalose, 2022; Park et al., 2022).</p>

NB	Man	HCR Manager	UT	Heavy Equipment	<p>Rewards In the hybrid methodology between combined incentives and bonuses, incentives have no lower or upper limit and are given every month. This system is to encourage employees to apply higher targets so that fluctuations in total income depend on each individual's efforts (Mdhlalose, 2022; Park et al., 2022).</p> <p>Talents Applying rewards becomes stronger and still stimulates work. This is accomplished by empowering employees with upskilling and monitoring methods that allow them to monitor operations in real time (Kaliannan et al., 2022; Kwon & Jang, 2022).</p>
HAP	Man	HC Director	BD	Bank	<p>Employee Engagement The results of digitizing human resources throughout the year were based on an internal survey, in which as many as 9 out of 10 employees stated that they were satisfied with the changes in digitizing human resources (Lemon & Boman, 2022; Saks, 2022).</p> <p>Employer Branding The use of digital platforms or social media increases brand image, as indicated by the growth in the number of followers, which increased by 50% compared to last year (Kele & Cassell, 2022; Nanjundeswaraswamy et al., 2022).</p>
RK	Woman	HC Director	SI	Spices	<p>Learning and development</p>

In building a learning culture, the goal is to develop the technical competence and leadership capabilities needed by the company. Using an online training platform, trainers from within and outside the country were brought in (Darling-Hammond et al., 2022; Kurbanova et al., 2022).

Employee Engagement FGDs, gamification, casual talk, and townhall CEOs are all examples of digital-based activities (Lemon & Boman, 2022; Saks, 2022). **Employer Branding** The use of social or digital media platforms increases brand image, as indicated by the growth in the number of followers, which increased by 50% compared to last year. Maximizing the use of various social or digital media platforms (Kele & Cassell, 2022; Nanjundeswaraswamy et al., 2022).

Sumber data: swa(Arie liliyah, Anastasia A.S., Sri Niken Handayani, Vina Anggita, Andi Hana Mufidah Elmirasari, Yosa Maulana, Jeihan Kahfi Barlian, Herning Banirestu, 2021)

The table above has explained the details of the informants, which involve 5 variables, namely; employee engagement, employer branding, learning and development, reward management, and talent management. Even so, the Nvivo12 tools will assist in processing data, starting from word frequency, cluster correlation tests, and model map tests. This is extremely helpful in answering questions or formulating problems at this time. The three analyses that will be used in this research are descriptive tests, correlation tests, and model structure tests, all of which are used to assist in this research.

Cluster Analysis

Cluster analysis is a procedure that, in detail, will form a model or pattern from the data obtained either in the form of files or nodes. This analysis is very helpful because it is equipped with easy-to-digest image features, whether it displays attribute data or data from the same nodes. In this diagram, data sources, or nodes, can display similarities or similarities in data from each informant (Macia, 2015)..

Through this study, the selected DC location points for PT Asagri Selaras Asia were obtained using the GFA method, specifically the GFA DC of Anylogistix software. The location point for GFA DC is at latitude -6.2729150574 and longitude 106.8230798418 or located in West Pejaten, South Jakarta, Indonesia. Based on the NO results that have been carried out, information is attained that the

location of GFA DC is considered feasible. This is because the location already has a clear and accessible distribution channel. In addition, based on the increase in profits generated, the GFA DC location has the largest increase in profit with a value of 80.53% when compared to the existing DC location. This value is more attractive than the percentage increase in the profit of choosing

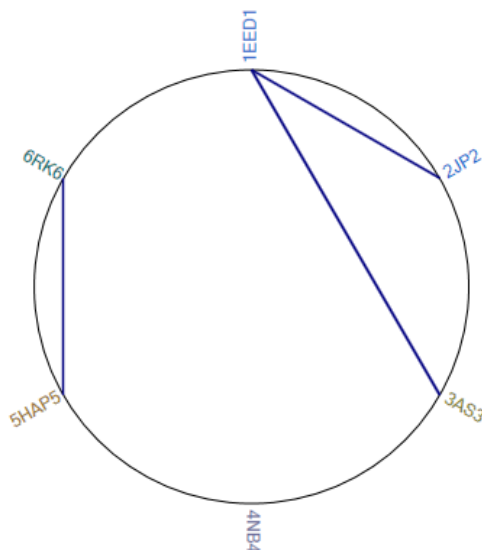


Figure 1. Diagram cluster analysis

From the table above, each informant has the same perspective on human resource management in their respective companies. The results of the cluster analysis test use raw data from interviews. The result appears visually in the diagram, where straight lines and acute angles are formed. Each informant's blue line explains that there is a strong relationship between similarity of ideas and performance implementation, which is manifested in the form of words. Where informants 1EED1 have a strong correlation with 2JP2 and 3AS3, as well as 5HAP5 and 6RK6, who also have a strong relationship in terms of similarities in the form of ideas and performance implementation in the form of words, unfortunately only 4NB4 informants do not have a strong correlation with informants other than their own.

Correlation Coefficient	Strength Description
0.81 - 1.00	Strongest
0.61 - 0.80	Strong
0.41 - 0.60	Moderate
0.21 - 0.40	Weak
0.00 - 0.10	Weak to No Relationship

Figure 2. Rule of Thumb Pearson Correlation Coefficient(Hair et al., 2014)

For correlation analysis, the coefficients of each informant in the analysis cluster are shown in the form of a relationship with numbers, which are attached in detail below:

File A	File B	Pearson correlation coefficient
Files\\Informan Model HR\\3AS3	Files\\Informan Model HR\\1EED1	0,615156 (Strong)
Files\\Informan Model HR\\2JP2	Files\\Informan Model HR\\1EED1	0,547823 (Moderate)
Files\\Informan Model HR\\6RK6	Files\\Informan Model HR\\5HAP5	0,508667 (Moderate)
Files\\Informan Model HR\\4NB4	Files\\Informan Model HR\\1EED1	0,47612 (Moderate)

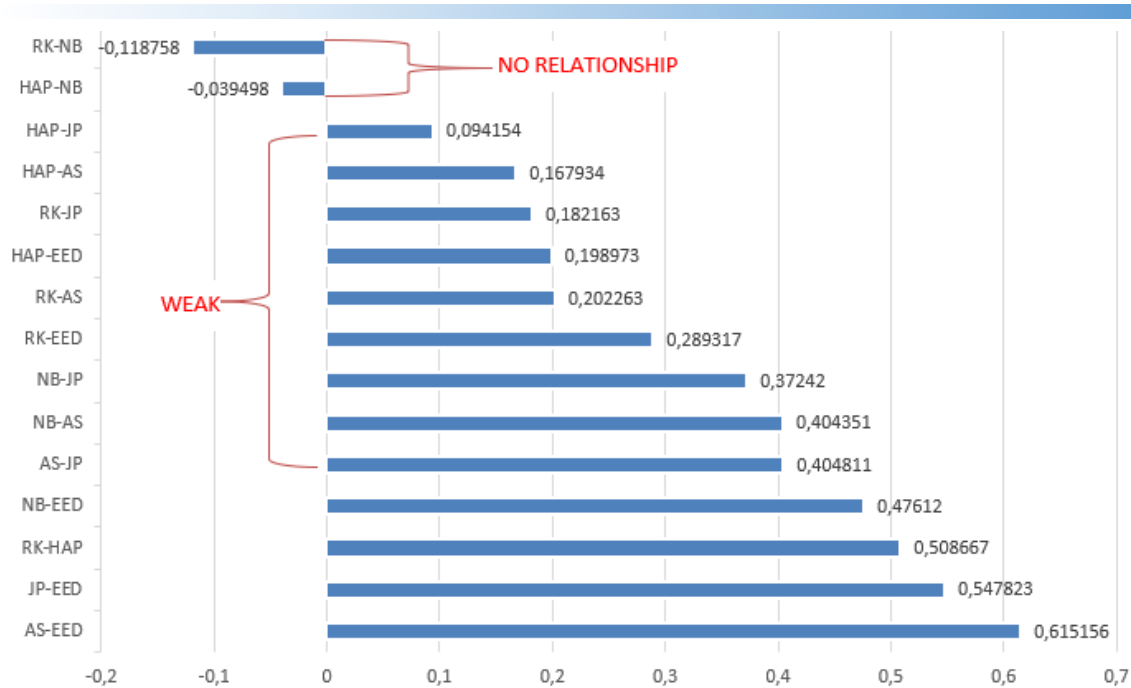


Figure 3. Informant correlation grafik

From table 2 above it is divided into 2 parts, namely File A and File B, each file consisting of informant data. The first row shows a very strong relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.61 between informants 3AS3 and 1EED1. Then the second row shows an adequate or moderate relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.55 between informants 2JP2 and 1EED1. Then the third row shows an adequate or moderate relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.51 between informants 6RK6 and 5HAP5. Finally, row four shows an adequate or moderate relationship based on the rule of thumb Pearson correlation coefficients with a value of 0.48 between informants 4NB4 and 1EED1. In figure 3. Displays the overall relationship data where 9 relationships between informants are stated to be weak or weak with a range of 0.40 to 0.09 and the remaining two are declared no relationship or no relationship at all with a range of numbers -0.03 to -0.11.

Map Analysis

The visualization tool is provided in the form of a map or model, which has a very important function of forming variables into a model structure. Testing on the map is very detailed; the map chart is displayed in detail regarding the results of the relationship between one variable and another where the relationship or correlation is formed systematically and not manually from the processed data, thus helping researchers to find out the relationship very easily from the tangled relationship. complicated and can also display indicators for each variable.

Three types of models or maps consist of mind maps, concept maps, and project maps. When research based on project maps is based on maps or models, it is very easy to place data, and that data can be automatically identified and analyzed independently. Even so, manual functions are still needed to minimize the error factor.

Map Analysis for employee engagement

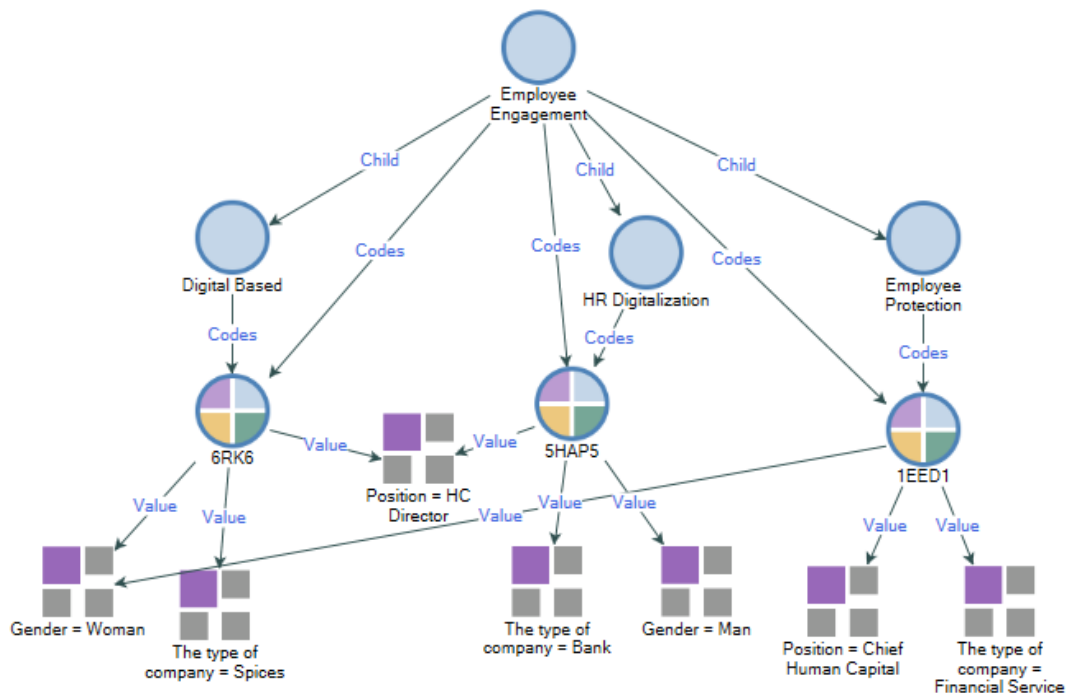


Figure 4. employee engagement analysis

In the picture above regarding employee engagement, the unobserved variables, indicators, or manifests obtained from informants consist of digital-based, HR and employee protection. The engagement variable became the basis for the choice of 3 out of 6 informants, consisting of RK, HAP, and EED. If the employee engagement variable is separated descriptively with RK, a woman, where the type of company is the spice industry and the position is HC Director, then with HAP, a male gender, where the company is the banking industry and the position is HC Director, and finally with EED, a female gender, in the financial services industry and the position of Chief Human Capital. Digital-based indicators taken from RK interview excerpts are "digital-based activities, starting from FGD, gamification, casual talk, and townhall ceo" (Burnett & Lisk, 2019; Goswami & Upadhyay, 2019). The indicator for digitizing Human Resources (HR) was taken from excerpts from a HAP interview, namely, "The results of digitizing Human Resources throughout the year, based on an internal survey, showed that as many as 9 out of 10 employees expressed satisfaction with changes in digitizing Human Resources" (Purba, 2021; Winasis et al., 2020). The employee protection indicator is taken from excerpts from the EED interview, namely, "Ensuring employee protection can work well to support the physical health conditions, as well as the mental health of employees" (Saks, 2022; Suardi et al., 2022).

Map Analysis for Employer Branding

From the picture below, employer branding only consists of one indicator, namely social media, which has been implemented in each company by the informants, namely HAP and RK. When descriptively sorted, the employer branding variable with the informant being HAP is male, the type of bank company and the positions of HC Director and RK are female, and the type of spice company is paired with the position of HC Director. Social media-based indicators taken from interview excerpts from HAP and RK, namely "The use of social or digital media platforms increases brand image as indicated by the growth in the number of followers, which increased by 50% compared to last year" (Hanu et al., 2021; Subbarao et al., 2022). and "maximizing the use of various social or digital media platforms" (Keppeler & Papenfuß, 2021; Yoganathan et al., 2021). When viewed from the descriptive indicators, which consist of three items (gender, type of company, and position), the only one that has

similarities in these indicators is the position, namely HC Director, whereas the two other indicators have differences, namely gender and type of company.

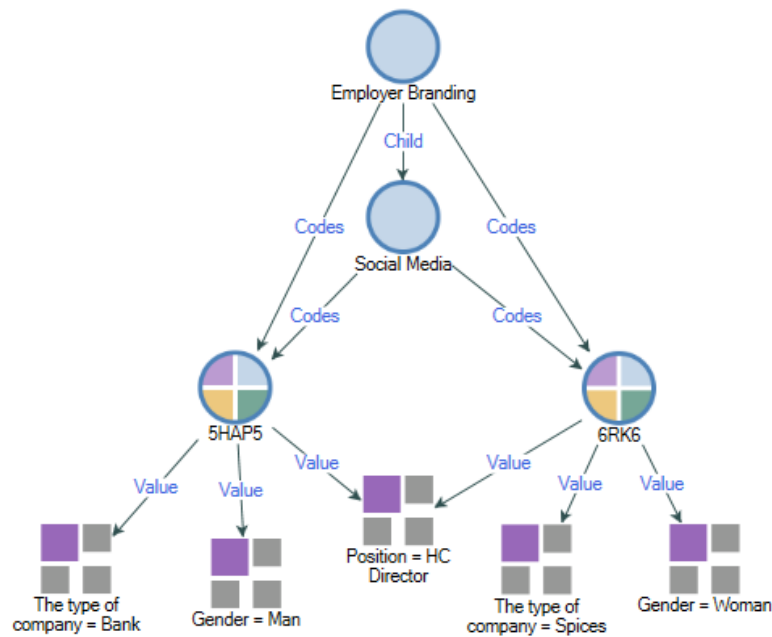


Figure 5. Employer Branding analysis

Map Analysis for Learning & Development

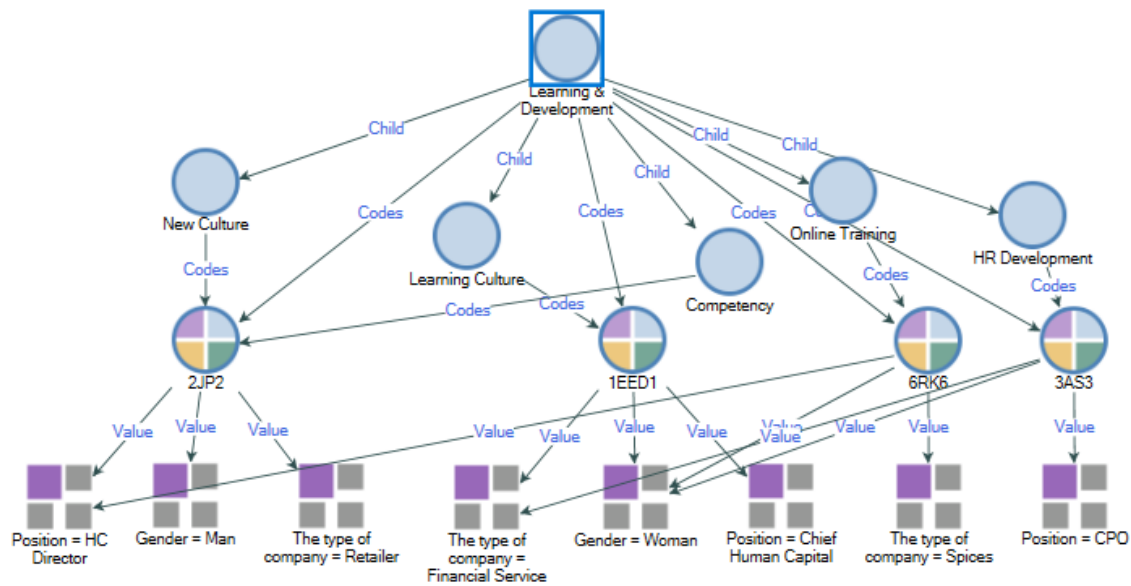


Figure 6. Learning & Development analysis

In the picture above regarding learning and development, the unobserved variables, indicators, or manifests obtained from informants consist of a new culture, learning culture, competence, online training, and human resource development (HR). The learning and development variable became the basis for the choice of 4 informants from 6 informants consisting of JP, RK, AS, and EED. If descriptively the learning and development variables are separated, the informant is JP, a man, where the type of company concerns the retail industry and the position is HC Director, then the informant is RK, a female, for the type of company in the form of spices with the position HC Director, then the female informant AS, the type of industry in the form of financial services, and the position of CPO, and the last informant is the EED, a female, with the type of company in the form of financial services

and the position of Chief Human Capital. There are two indicators, the first of which is a new culture, as taken from excerpts from a JP interview, namely, "In line with the new culture being promoted, nine competencies' employees must have" (Ivaldi et al., 2022; McNair et al., 2022) Finally, the second indicator has competencies, namely, "in line with the new culture being promoted in the form of nine competencies employees must have" (Thoma et al., 2021; Warrier et al., 2021). The online training indicator is taken from excerpts from the RK interview, namely, "Using an online training base system, bringing in trainers from within and outside the country" (Baticulon et al., 2021; Castro & Tumibay, 2021). The human resource (HR) development indicator is taken from an excerpt from a US interview, namely, "The success of human resource development and transformation is evident, for example, in the hours of learning attended by employees, which are increasing compared to before" (Garg et al., 2022; Swanson, 2022). Finally, the indicator of learning culture is taken from excerpts from the EED interview, namely, "The success of developing human resources and transformation is evident, for example, in the learning hours that employees take part in are increasing compared to before" (Lin & Huang, 2021; Mikołajczyk, 2022)

Map Analysis for Reward

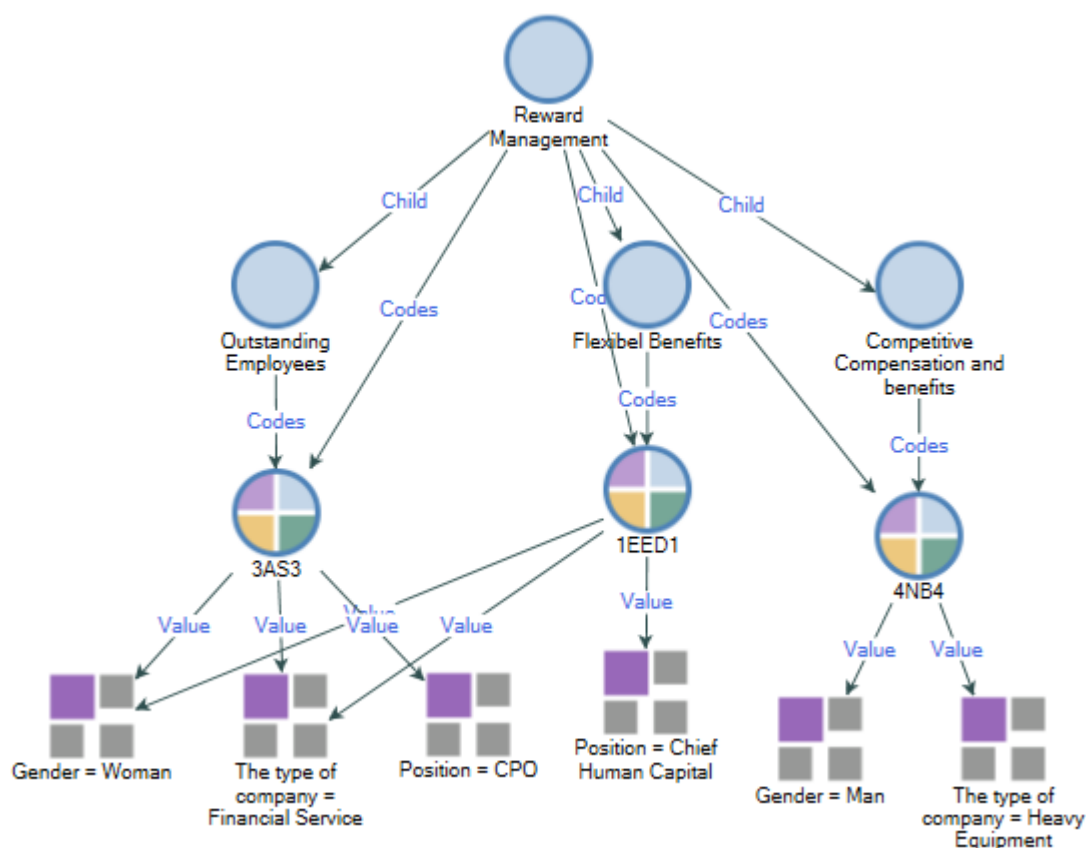


Figure 7. Reward analysis

In the picture above regarding rewards, the unobserved variables, indicators, or manifests obtained from informants consist of appreciation for outstanding employees, flexible benefits, and competitive compensation and benefits. The reward variable became the basis for the choices of 3 out of 6 informants, consisting of AS, EED, and NB. When descriptively sorting the reward variable with the informant being AS, a woman, where the type of company related to the industry is financial services and the position is CPO, then with the EED informant, who is female, for the type of company in the form of financial services with the position of Chief Human Capital, then with the NB informant, a man, for the type of industry in the form of heavy equipment or heavy equipment and the position of HCR Manager, The first indicator of appreciation for outstanding employees taken from US interview excerpts is "The performance appraisal system is designed to be transparent and fair to reward employees who excel and pamper employees who are tested to have a positive impact on business"

(Noorazem et al., 2021; Nugroho & Aima, 2022) . Then the second indicator of flexible benefits taken from excerpts from the EED interview is the flexible benefit indicator, namely: "With flexible benefits, employees have the flexibility to exchange the benefits provided by the company for things needed during the pandemic to stay healthy and productive" (Rose, 2022; Werner & Balkin, 2021). Finally, here is a competitive compensation and benefit indicator taken from an excerpt from NB's interview: "Hybrid methodology between combined incentives and bonuses, incentives have no lower and upper limit and are given every month." This system is to encourage employees to set higher targets so that fluctuations in total income depend on each individual's efforts" (Alansari & Javed, 2021; Setiawan et al., 2021).

Map Analysis for Talent Management

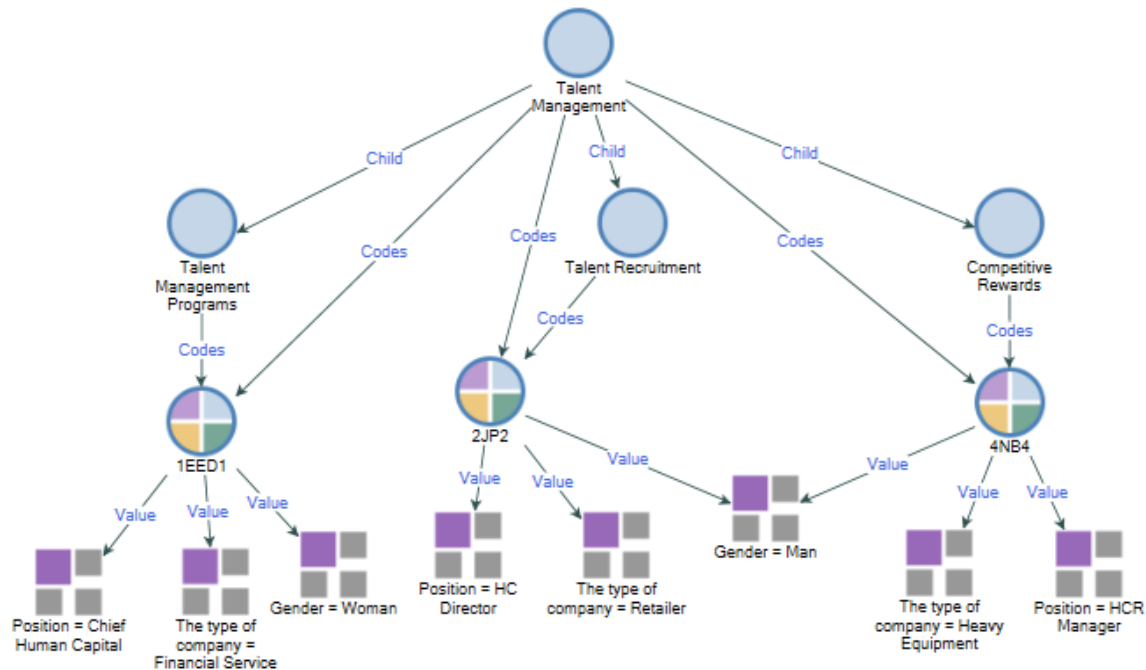


Figure 8. Talent Management analysis

In the picture above regarding talent management, the unobserved variables, indicators, or manifests obtained from informants consist of competitive rewards, talent management programs, and talent recruitment. The talent management variable became the basis for the choice of 3 out of 6 informants, consisting of NB, EED, and JP. If we sort the reward variable descriptively with the informant being NB, a man, where the type of company related to industry is heavy equipment and the position is HCR Manager, then with the EED informant, who is female, for the type of company in the form of financial services and the position of Chief Human Capital, then with the informant JP, of male sex, for the type of industry in the form of a retailer and the position of HC Director. The first competitive reward indicator is taken from NB interview excerpts, namely, "Implementing rewards becomes stronger and continues to stimulate work. This is accomplished by empowering employees with upskilling and monitoring methods that allow them to monitor operations in real time (Fernandes et al., 2023; Mijs, 2021). Then the second indicator of the talent management program, taken from excerpts from the EED interview, is "Designed to develop the company's best talents, there are three categories, namely high potential, mission-critical, and emerging leaders" (Kwon & Jang, 2022; Mitosis et al., 2021). Finally, the third indicator for talent recruitment, taken from excerpts from a JP interview, namely "Providing talent through strategic recruitment, especially for new businesses". 5 of the analysis maps, namely employee engagement, employer branding, learning and development, rewards, and talent management, are the most dominant in forming the Model of Post-Pandemic Human Resource Strategy, where the implications of the model can help solve complex problems in human resources so that goals can be achieved. Problems that can be reduced or overcome include employee maintenance

and management, employee productivity, employee discipline level, employee retention, employee training, and maintaining employee loyalty

4. CONCLUSION

The conclusions obtained finally answered the formulation of the problem for how big is the relationship between the variables, namely the value obtained from the relationship between informants using the Pearson correlation test, which was expressed by the number 0.615, or "strong," for the relationship between AS informants and EED informants and by the number 0.547, or "moderate," for the relationship between JP informants and EED informants. Only three informants had a strong or moderate relationship between the variables, the rest were in the weak or weak to no relationship categories. Meanwhile, to answer the question of what empirical indicators are found for each variable, for example, for the employee engagement variable, there are three indicators: digital-based, HR digitalization, and employee protection. Employer branding is only one indicator, namely social media. then the variables for learning and development are new culture indicators, learning culture, competency, online training, and HR development. then reward management variables, namely appreciation for outstanding employees, flexible benefits, and competitive compensation and benefits. Finally, there are three indicators of talent management variables, namely competitive rewards, talent management programs, and talent recruitment. From several indicators, it is hoped that they can become new references in helping to shape human resource issues both theoretically and for scientific research.

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