

Strategy for Developing Human Resources Through Employee Productivity in the Working Environment during Pandemic (Study on MSME Employees Stay Kopi-Kopian East Jakarta)

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ABSTRACT

In this era of globalization, business actors need to be more creative and innovative in building their businesses in order to compete with new competitors. One of the most popular and trending businesses is retail, especially the coffee shop sector. The coffee shop business has become a phenomenon and is currently an attraction for the people of cities in Indonesia. The purpose of this study is to determine human resources through employee productivity in the work environment and to find out the strategies that must be carried out by Stay Kopi-Kopian SMEs regarding improving the quality of human resources for their employees to achieve better productivity results. Data collection in this study was conducted through interviews. MSME employees of Stay Kopi-Kopian must develop human resources in their work environment. Suggestions in this study are that the employees of MSME Stay Kopi-Kopian should be given training provided by the makers of the MSME Stay Kopi-Kopian or the government that provides training, so that with this training employees have quality human resources.

INTRODUCTION

In any business or organization, human resources are an important part that requires attention. Human resources, namely labor or employees play a very important role in improving the performance or progress of the company (Dipang, 2013). Human Resources (HR) is a very important factor that cannot be separated even from an organization, both institutions and companies. During this pandemic, it certainly has an impact on various sectors, especially in the economic field.

In this era of globalization, entrepreneurs need to be more creative and innovative in building their businesses in order to compete with new competitors. One of the most popular and trending businesses is retail, especially the coffee shop sector. The coffee shop business has become a phenomenon and is currently an attraction for the people of cities in Indonesia. Coffee shops in Indonesia are not only owned by individual coffee entrepreneurs but also by large companies. Currently the coffee shop business is starting to develop and is in demand by business people. This can be seen from the number of coffee shops in Indonesia, ranging from foreign entrepreneurs such as Starbucks to local entrepreneurs such as Maxx Coffee and even community leaders who do not want to miss opening a coffee shop business like the one opened by Rio Dewanto. This is due to the high buying interest of consumers, especially young people who are interested in the unique way of serving coffee, which has even become the lifestyle of today's young people (Nasihin et al., 2020).

The sector that is expected to create jobs is the small and medium-sized industrial sector, because in this sector the technology used in the production process is labor-intensive technology, so that with the existence of labor-intensive technology it is expected to absorb more workers. . Small industry clearly needs attention, because it not only provides income for most workers, but also spearheads efforts to alleviate poverty, unemployment, and income distribution (Atmaja & Ratnawati, 2018).

This economic impact is not only felt domestically but also globally. Of course, this also has a significant impact on micro, small and medium enterprises. Regarding the COVID-19 pandemic, Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions was issued to limit the movement of people who require them to stay at home if there is no urgent need. This also has an impact on the limited operating hours of MSME and fewer consumers who come directly than before.

These MSME need to innovate business models ranging from products to marketing and other systems. Given the rapid development of technology, qualified human resources will be a force for the survival of the company. The convenience brought about by technological advances also causes many new competitors to enter the company that has been undertaken. The implementation of human resource development needs to be well planned in order to achieve satisfactory results and as expected.

Before carrying out development, analysis is needed to determine the type of development desired by employees. Choosing the right method will help ensure smooth implementation. To find out whether the results achieved are in

accordance with the objectives, it is necessary to evaluate the implementation of human resource development, because with careful planning it is expected that the implementation of human resource development can be in line with the goals to be achieved by the company (Dipang, 2013).

THEORETICAL REVIEW

Human Resources or Personnel Development Strategy is a plan for how the quality of human resources or employees can develop in a better direction, improve work abilities and skills and show good loyalty to the organization or company. Human Resource Management Strategy is a basic formulation regarding the use of human resources as an effort to maintain and improve the best/mainstream capabilities of a company or industry to become a competitor (competitor) who is able to meet the winning market and dominate the workforce (Susilowati & Farida, 2019).

Therefore, it is necessary to develop knowledge and introduce new strategies that have never existed before. The faster MSMEs adapt, the faster they will recover and survive. There has been a drastic decline in the Stay Kopian UMKM due to low consumer demand during the pandemic. Human resources are an important factor for every company. To produce quality human resources, education is something important, and for this reason, improving the quality of resources. Because quality human resources can provide a multiplier effect for the development of a country, especially in the economic field (Hasiani, 2015).

Employee productivity is a measure of how a company runs its business, both in terms of product quality and quantity. As with today's commercial competition, companies must strive for the quality and welfare of employees that become the competitiveness of other companies. Companies not only have large capital to achieve their goals, but companies must also pay attention to other factors of production, including nature, labor, and when these factors cannot stand alone but must support each other to achieve goals effectively and to achieve goals. efficiently (Baiti et al., 2020).

Efforts to increase employee productivity of each company must pay attention to the level of work discipline. Work discipline is an important application for a company. Where all work activities are regulated by rules that must be obeyed by every employee in order to carry out their work optimally. Encouraging companies to enforce discipline on employees every day triggers them to be more active and enthusiastic and has a big impact on worker productivity. Work discipline starts from ourselves, which is instinctively shown when we do things related to the willingness and ability to minimize a problem. The loss of discipline will reduce the efficiency and effectiveness of tasks in the company. If work discipline is not enforced, the goals to be achieved will not be effective and efficient in employee productivity (Baiti et al., 2020).

A company or organization cannot efficiently and effectively achieve its goals when employee productivity is low. Therefore, productivity is important which always wants to be improved because it can describe the level of employee work efficiency. In its activities, the company must be able to increase productivity from time to time, because this affects the production of the

company itself. Employee productivity is very important to achieve the goals of a company. Employee productivity is the focus and plays a very important role in improving performance, which has an impact on the efficiency and effectiveness of the organization. A more performance-oriented analysis emphasizes two main factors, namely employee motivation and employee work ability (Parmana et al., 2020).

Human resource development is closely related to the quantity and quality of existing knowledge. This situation is very important, because from human knowledge has a basis for action, and from knowledge can improve the quality of life, then the existing human resources must be developed to achieve prosperity. Human resource development is very necessary because it has important aspects to increase the productivity of human resources and also has certain goals that must be achieved for the progress of the development of a nation (Perawironegoro, 2019).

The concept of human resource development in organizations is essentially an effort to increase competitiveness against external environmental threats and efforts to increase innovative capacity to create opportunities. Human resources in organizations are an integral part as individuals and systems and organizations as a forum for human resources in a planned and sustainable manner to improve employee competencies through education, training and development programs (Labola, 2019).

In addition, the role of the government in the development of micro, small and medium enterprises (MSMEs) is indeed very necessary because MSME are one of the potential businesses to improve the economy and community welfare. So there needs to be empowerment in terms of human resources, solutions to financing problems, and procurement of facilities and infrastructure. In addition, there are many benefits from the existence of MSME, namely the opportunity to absorb many jobs and reduce the unemployment rate (leiwakabessy & lahallo, 2019).

The purpose of this study is to determine human resources through employee productivity in the work environment and to find out the strategies that must be carried out by MSME Stay Kopi-Kopian regarding improving the quality of human resources for their employees to achieve better productivity results.

METHODOLOGY

Types of Research

This research was conducted using a qualitative approach with a descriptive method. Qualitative research is a type of research method that is suitable for studying human perceptions through direct interviews. The purpose of descriptive research is to provide a systematic and accurate description of the problem under study. This research is based on information from MSME Stay Kopi-Kopian in East Jakarta. In completing this research. The types that are carried out are as follows :

1. Library Research, namely research conducted using several references from previous journals. Literature research is research that is carried out solely on

the basis of written works, including research results, both published and unpublished (Melfianora, 2019).

2. Interview Research, namely research conducted by interviewing employees staying in copies in running their business. Interview is one technique that can be used to collect research data. Simply put, the interview (interview) can be said as an event or process of interaction between the interviewer (interviewer) and the source of information or the interviewee through direct communication (N. P. I. A. I. P. Sari & Marhaeni, 2015).

Time and Place of Research

The location of this research was carried out at the coffee shop stay Kopi-Kopian which is located at Jl. Raya Pulo Gebang No.90, RT.4/RW.3, Kec. Cakung, East Jakarta. The time of the study was carried out from February 14-18, 2022.

Research Targets/Subjects

In this study, entitled Strategies to Develop Human Resources through Employee Productivity in the Work Environment During a Pandemic (Study on MSME Employees Stay Kopi-Kopian East Jakarta), the subject is Employees at MSME Stay Kopi-Kopian in East Jakarta. The target in this research is the employees of the East Jakarta Stay Kopi-Kopian UMKM who can develop human resources through productivity in the work environment during the pandemic.

Data Collection Techniques

Data collection in this study was carried out through interviews. The interviews used are semi-structured interviews that begin with guidelines made by the researcher. These conversations are flexible, but still conform to existing guidelines. Questions in this interview can be added during the interview depending on the process and answers. This interview is intended to reveal the problems faced by these MSMEs and the strategies implemented during the Covid-19 pandemic.

RESULTS AND DISCUSSIONS

Quality of Human Resources

Some of the definitions above show that the community plays a role in assessing the quality of an organization. People's tastes or expectations for a service or product are constantly changing and being improved in a better direction to meet the desires that are adapted to the community. Quality is the degree of perfection in the appearance of something that is of interest (Kabupatenbolaang & Utara, n.d.).

The quality of human resources is not only determined by the aspect of physical ability or strength, but is determined by education or the level of knowledge, experience, maturity and attitude. Therefore, the quality of human resources can be measured from the level of knowledge in carrying out the work, attitudes towards the implementation of the work and the ability to carry out the work. High-quality human resources that meet work needs can increase the

effectiveness of employees' work. The ability of human resources greatly affects work effectiveness, with the higher the ability of human resources, the higher the work effectiveness. The quality of human resources has a significant impact on organizational effectiveness (Ananda Lubis et al., 2019).

Human resources are defined as tools to achieve goals or take advantage of existing opportunities. The word human resources (resources) reflects human evaluation. The word human resources does not refer to an object or substance, but to operational functions to achieve certain goals. In other words, resources are abstractions that reflect human judgment and relate to functions or operations. Anyone who leads the organization will process various resources to achieve organizational goals (Tampongangoy, 2018). Understanding the quality of human resources is the ability of an employee assigned to fulfill his obligations in carrying out the work given to him with adequate education, training and experience to achieve company goals (Nur et al., 2020).

The quality of work is related to the quality of human resources, the quality of human resources is related to: (D. G. dk. Sari, 2017).

1. Knowledge, namely employee skills that are more oriented to intelligence and thinking skills, as well as mastering broad employee knowledge.
2. Skills, abilities and operational technical mastery in certain fields owned by employees.
3. Abilities are skills that consist of a set of competencies of an employee, including loyalty, discipline, cooperation and responsibility.

Human resources are a unit of human strength in the organization and not just the number of employees. In this study, the quality of human resources themselves and their improvement as well as the extent to which these human resources accept qualification measures are considered. With a strong commitment, it is possible for someone to spend additional physical, mental, and spiritual resources that can be preserved. This problem is seen in terms of a sense of belonging, pride and devotion, as well as one's responsibility when the organization faces a problem (Suharto, 2012).

One of the efforts to increase human resources is through the level of formal education taken. In addition to formal education, non-formal education is also very important to develop the skills and abilities of an employee. The measure of how a person's ability to carry out an activity is determined is not only indicated by non-formal education (training, courses, qualifications) but also by the performance of human resources, namely the level of education achieved greatly determines a person's resource capabilities (Nikmatzaroh, 2019).

Human Resource Development Strategy

The word strategy comes from the Greek word *strategos*, derived from the word *stratos* which means military which means to lead. So strategy is defined as something done by war generals to make plans to win the war. This concept is relevant to ancient situations, often characterized by war, where generals were needed to lead troops. Initially, the concept of strategy was defined as different

ways of achieving goals. In line with the development of the concept of strategic management, strategy is not only defined as a way to achieve goals, because strategy in the concept of strategic management also includes setting different goals themselves through different strategic decisions of the company's management, which is expected to gain the company's competitive advantage to ensure. The strategies discussed here are various ways that institutions or organizations use to deal with opportunities that arise now and in the future (Hartanto, 2015).

Human resource development is an effort to develop the quality or performance of human resources through the process of planning education, training and managing human resources or employees to achieve optimal results. Armstrong explains, "Human resource development is concerned with providing opportunities and developing learning, creating training programs, which include planning, implementing, and evaluating these programs." McLagan and Suhadolnik say: People development is the use of training and development, career development and organizational development that are integrated together to increase individual and organizational effectiveness (Suharto, 2012).

Personnel development, training and further education are an integral part that cannot be separated. Personnel and personnel development related to personnel is a long-term educational process in which managers learn conceptual and theoretical knowledge for general purposes in a systematic and organized process. This implies that human resource development does not focus on current work or future tasks, but on the long-term needs of the organization. Human development is a learning activity that is carried out over a certain period of time to increase opportunities for improving performance. Development is the process by which a person develops skills and gains experience of success in their current and future roles. The term development is used more for positions at the management level. Personnel development, training and further education are an integral part that cannot be separated. Personnel and personnel development related to personnel is a long-term educational process in which managers learn conceptual and theoretical knowledge for general purposes in a systematic and organized process. This implies that human resource development does not focus on current work or future tasks, but on the long-term needs of the organization. Human development is a learning activity that is carried out over a certain period of time to increase opportunities for improving performance. Development is the process by which a person develops skills and gains experience of success in their current and future roles. The term development is more widely used for positions at the management level (Tawas, 2017).

Employee Productivity in the Work Environment

Many factors affect employee productivity, one of which is the work environment. The work environment is everything that surrounds employees and can influence them in fulfilling the tasks assigned to them. According to Tiffin and McCormick, you divide the work environment into two areas, the first is the physical environment, namely work equipment, temperature or air

situation, lighting, layout and other things related to the physical environment. Second, psychosocial work group norms, roles and attitudes of workers, relationships between co-workers, and relationships between employees and managers. Factors such as the work environment and its multiplier effect on work productivity are cleanliness, air exchange, lighting, music, safety, and noise (Nikmatuzaroh, 2019).

On the other hand, if the pandemic situation and the world of work shift to work from home, these employees do not necessarily feel so burdened or stressed that it affects productivity, even though they have to work online and technically. When employees have to work online, it doesn't affect their productivity, in fact they feel they can complete their work wherever they are with the help of today's connectivity and technology. That the shift in the work environment to non-physical policies and work from home through technostress will have an impact on employee productivity (Saputra & Natalia, 2021).

Productivity can be used as a measure of the success of an industry or MSME in producing goods or services, where the higher the ratio, the higher the product produced. Meanwhile, productivity means the comparison between output and input, where the output must have added value and better processing techniques. An increase in productivity also leads to a direct increase in the standard of living with equity and an increase in productivity corresponding to the input of labor. However, many companies mistakenly assume that the level of employee performance is only measured in proportion to the level of the compensation package provided, thus making the company ignore the work environment as an important factor that can motivate and nurture employees. The work environment is one of the factors that can affect the good and bad performance of employees. The work environment is a situation or condition that exists in the work environment itself, such as: For example, treatment by superiors, co-workers, division of workload and awards for outstanding employees and so on. Because a work environment that meets the demands and needs of employees can increase employee morale to work well and in accordance with management expectations (Izzaty et al., 1967).

The Effect of Training Methods on Employee Productivity

According to Mondy, training and development is at the core of ongoing efforts to improve employee skills and organizational performance. Meanwhile, Dessler said, this training is a process of instilling the skills new employees need to do their jobs. From this it can be concluded that training is a process of activities to teach employees such as skills, attitudes, discipline and provide skills according to the field of work that will be carried out by the employee (Triasmoko et al., 2014).

Training is learning to improve current job-related performance. The implementation of training is caused by the gap between the knowledge and skills of current employees and the knowledge and skills currently needed (Hertomo, Nurul Khastelia; Luturlean, 2020).

The better the training method of a company, the more it will affect the work productivity of the company's employees. Effective training methods can

be measured using the skills of trainers and institutions when conducting training courses attended by company employees. The results showed that the training method had a significant positive effect on employee work productivity. Increasing employee skills through training and development programs will be able to encourage increased employee productivity and increased productivity of SMEs Stay Kopi-Kopian East Jakarta.

CONCLUSIONS AND RECOMMENDATIONS

That at this time many employees who were laid off by the company, so that employees do not work and stay at home. So with that, many employees have switched to working for UMKM Stay Kopi-Kopian. MSME Stay Kopi-Kopian during this pandemic is being loved by all ages, because many shopping centers are closed so that people go to MSME Stay Kopi-Kopian to gather but still maintain health protocols. Employees of UMKM Stay Kopi-Kopian do not just work, but also have to develop human resources in their work environment to increase the assessment by buyers of UMKM Stay Kopi-Kopian they visit. Suggestions in this study are that the employees of the SME Stay Kopi-Kopian should be given training provided by the makers of the SME Stay Kopi-Kopian or the government that provides training, so that with the training employees have quality human resources.

FURTHER STUDY

Therefore, it is necessary to develop knowledge and introduce new strategies that have never existed before. The faster MSMEs adapt, the faster they will recover and survive. There has been a drastic decline in the Stay Kopian UMKM due to low consumer demand during the pandemic. Human resources are an important factor for every company. To produce quality human resources, education is something important, and for this reason, improving the quality of resources. Because quality human resources can provide a multiplier effect for the development of a country, especially in the economic field.

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