

The Role Of Management Strategy By Utilizing The Work Environment In Maintaining Employee Contributions And Employee Performance During The Covid-19 Pandemic

Rizka Alivia Savira^a, Setyo Riyanto^b

^a Bachelor of Management Student, Universitas MercuBuana, Jakarta, Indonesia

^b Associate Professor, Universitas MercuBuana, Jakarta, Indonesia

Corresponding author email: rizkaalivias@gmail.com

Abstract

The ongoing worldwide Coronavirus Disease (Covid-19) pandemic has a considerable impact on life, economic, social, health, education, and many more sectors. Several companies in Indonesia felt the impact of the Covid-19 pandemic, which resulted in companies having to concentrate on company management strategies that had a significant reaction in maximizing and ensuring business suitability during the Covid-19 pandemic. One of the most important strategies that must be maximized and considered is employee performance and employee contribution. There are two goals to achieved in this article, how the strategies of these organizations deal with the pandemic and maintain employee involvement and employee performance during the Covid-19 pandemic. This article uses a literature review approach. The results of this article show that performance in various companies tends to decline. Therefore this article tries to explain how the role of the work environment in maintaining employee performance and employee contributions during the covid-19 pandemic.

Keywords: Covid-19, Organization, Management Strategy, Employee Performance, Employee Contribution, Work Environment, Work From Home.

I. INTRODUCTION

For most companies, dramatic change is an absolute and unavoidable phenomenon. Companies must have a strategy that can transform and innovate to deal with these changes. This is made so that the companies and businesses that have been built are not crushed by the times and developments. Companies must survive when the dynamics of growth and conditions are uncertain, and there are times when circumstances support a company. Conversely, there are times when circumstances do not support a company to run. Therefore the company must have a good management strategy in order to get through these uncertain dynamics and conditions.

The Covid-19 outbreak is an unexpected and threatening situation for a company. The outbreak has affected social and physical distance, which we can know as Large-Scale Social Restrictions. It has an impact on a business, and the government is negligent. Many companies

have suffered losses and ended up for the first time due to the Covid-19 outbreak. The regulation made by the state for this situation is WFH (Work From Home), where all employees must work from home and are not allowed to travel if it is not essential. Therefore, it is important for leaders to foster employee engagement and performance in everyday life effectively.

A Covid-19 pandemic is an event where the coronavirus disease 2019 (abbreviated Covid-19) spreads worldwide to all countries. This disease is caused by a new type of coronavirus called SARS-CoV-2. Covid-19 was first discovered and detected in Wuhan, Hubei, China, on December 1, 2019, and spread throughout the world and was declared a pandemic by the World Health Organization (WHO) on March 11, 2020 (en.wikipedia.org). On March 2, 2020, President Joko Widodo reported that two Indonesian citizens had tested positive for Covid-19 and became the first confirmed cases in Indonesia. The two Indonesian citizens contracted the coronavirus after having contact with a Japanese citizen who was tested positive for Covid-19 in Malaysia after leaving Indonesia.

This virus is spread through respiratory droplets produced during an outbreak of this virus coughing. These sparks can also be generated from sneezing and normal breathing. In addition, this virus can also be spread by touching a contaminated surface and then touching someone's face. Common symptoms include fever, cough, and shortness of breath. Complications can include pneumonia and severe acute respiratory illness and can result in death. The recommended efforts to prevent the spread of the coronavirus are diligently washing hands with soap, covering your mouth when coughing and wearing a mask, keeping a distance of 1 meter from other people, as well as monitoring and self-isolation for people who have symptoms or are suspected of having been infected. In addition, efforts made by the state include travel restrictions, postponement and cancellation of events, and closure of facilities. These efforts include quarantine at home to prevent the spread of the fast-spreading coronavirus.

With the WFH regulations, managers must see indications of misery and life among their employees, both directly through discussion and indirectly through observation. Managers must understand that most of their employees can adjust to this time of the Covid-19 pandemic, paying attention and care related to safety and well-being at work while they are quarantined at home. In addition, managers must also provide opportunities for employees who contribute positively and well within the company by supporting what the employee is doing. Positive

employee contributions are the key to survive and thrive in times like these. Engagement and performance can be affected by social cohesion, feeling held up by a manager, sharing of information, shared goals and vision, communication, and trust. Employees need to feel valued and respected for their work, and they need to realize that their work is important and that their thoughts are heard. Engaged employees become happy to contribute and are increasingly profitable, and become focused on the company they work for.

Employee contribution and engagement is not just a slogan, and it has a clear relationship with the organization that enhances the performance and value of the company. The efficiency and productivity of employees are very important for progress with very tight market competition. In addition to employee contributions, employee performance also greatly influences progress in maintaining a business. By contributing employees in the company, it will produce good employee performance and positively impact company performance. Employee performance is the result of work achieved by an employee in carrying out his duties and functions in accordance with the responsibilities given by the manager of a company.

With the current Covid-19 pandemic, it is difficult for companies to move because all employees work from home and have to adjust each employee's balance, living conditions, and emotional atmosphere. This factor makes managers have a good management strategy for employees to still contribute and have good performance for the company even though they do not meet face to face. One of them is utilizing a positive work environment that significantly affects the atmosphere of employees at work.

II. DISCUSSION

This section contains related discussions on the topics discussed, including the following:

1.) Employee Contribution

Employee work contribution is a form of employee commitment in involving the role and concern for the work both physically, knowledge, and emotionally. He considers the work he is doing is significant and has a strong belief in completing it. Employees' contribution in providing the best service for the organization is closely related to the resulting performance. All about the willingness and ability of employees to provide continuous improvement efforts and greatly assist a company in successfully achieving a particular goal. Employee contribution is defined as one of the essential and fundamental concepts to describe and understand both

qualitatively and quantitatively communication and the nature of the relationship between leaders, employees, and the organization's environment. The contribution of employees can be maximized by a company in various ways, for example, by fulfilling basic compensation so that employees feel their basic needs are met, providing a sense of security and comfort to employees, involving employees in company activities, encouraging and facilitating with appropriate training and development, as well as various ways. Other. Employee contributions have been defined as an enthusiastic, passionate, and intellectual commitment to the association or solving work problems and feelings of self-attachment to the work they occupy.

Employees who actively contribute to the company will see the whole organization and understand and understand its goals, and they will also try to adapt. The responsibilities given to employees will be their function to work together to achieve success. This encourages employees to have problem-solving according to their own best thinking and better decision-making. To understand the needs of individual associations and understand the circumstances of individuals or employees, managing employee contributions is key. The importance of the company in increasing employee engagement because employees who have a large emotional involvement in a company's goals will provide benefits for the company itself, namely being able to maximize work productivity which will ultimately affect the value of the company and provide benefits to customer satisfaction. If customers are satisfied with the product, it will increase customer trust and increase sales and profits.

2.) Employee performance

Employee performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009:18). A company can measure employee performance based on the performance of each employee in completing their duties or responsibilities. Employee performance relates to how workers perform their duties and act in the work environment. Employee performance can also be seen from how well they perform in completing obligations and completing the responsibilities that have been given by the company.

Every company makes strategies or rules to achieve certain goals, one of which is improving employee performance by setting their targets in increasing company productivity and providing the best results for the company and clients. Good performance or performance will produce good work results. Conversely, if the performance or performance is bad, it will

produce poor work results for the company, and if employees make good contributions, it will improve the company's performance. Setting performance goals is useful for setting the intended goals and evaluating performance at the end of the period, and managing work processes during the period. Evaluating employee performance can be done by comparing the actual results with the desired results (Widaningsih et al., 2020).

A person's performance can be influenced by environmental conditions, personality and behavior, capacity, and how much the person wants to try his best. Performance is a record of the results resulting from a certain capacity or employee activity carried out during a certain time phase. Meanwhile, each employee must have a different performance towards the work or responsibilities to be completed. Employee performance is part of the individual who must be responsible for doing and completing his work and acting according to work given to him. Employee performance factors are discipline, work motivation, compensation or incentives, leadership style, company treatment of employees, training, and development, and the most important is the work environment. The results of employee performance can be seen or assessed from quality and quantity, working time, and cooperation in achieving company goals.

3.) Company Work Environment

The company's work environment is the physical, social, and psychological life within the company and can affect employee performance and productivity. The work environment can be a factor that can increase or decrease employee performance. When employees are and work in a good and positive work environment, their ideas, productivity, and performance can increase. Conversely, if the work environment does not increase and does not support performance and productivity, employees' ability to produce good and maximum work will decrease.

A working environment condition can be good if the work environment is healthy, comfortable, safe, and feels good for employees in completing their work and responsibilities. The work environment is designed in such a way as to create a working relationship that binds workers to the environment. A pleasant and supportive work environment will make employees feel at home, happy, easy to complete their work and responsibilities, and finally able to achieve good results for the company. Although environmental conditions can affect employee performance, if employees pay great attention to their work environment, both in terms of personal comfort and convenience, the employee will do a good job. The work environment can

be divided into two, namely the physical work environment and the non-physical work environment.

4.) Employee Contribution Relationship with Employee Performance

Employee contributions can improve employee performance. Contributing employees exhibit a variety of productive behaviors that enhance the efforts of the work team and their responsibilities towards organizational goals. This effort aims to improve employee performance within the company. So that in achieving an organization or company goals can run smoothly and easily. An example of employee contribution is by committing to improve and maximize their performance at work. With the contribution of these employees, the ability of the employees involved will transfer all their good feelings and behaviors into the company. When employees act towards goals through work teams, their productivity will increase. It can be concluded that there is a positive relationship between employee work contribution and employee performance.

5.) Relationship between the Company's Work Environment and Employee Contribution and Performance

Efforts to increase employee contributions and affect employee performance, including by paying attention to the work environment. The work environment is everything around the company and affects employees in carrying out the duties, functions, and responsibilities that are charged and can disrupt the working conditions of employees. Working conditions are conditions where a good workplace includes a physical environment and a non-physical environment that can give a good or bad impression. Unhealthy work environment conditions can cause employees to be easily stressed, lack enthusiasm for work, arrive late, and produce bad company results. Likewise, suppose the work environment is healthy. In that case, employees will certainly have a sense of enthusiasm in working and completing their work, not easily stressed, easy to concentrate and focus on work, so that employee performance becomes better and produces good results for the company.

6.) Strategic Management in a Company

During the Covid-19 pandemic, strategic management plays a very important role. The strategy taken and determined by the company must be able to adapt very quickly, both at the

organizational/company level, corporate, business unit, or operational level. Strategic management is a series of fundamental decisions and actions made by the highest management and then applied by all organization members to realize organizational goals. Strategic management can also be interpreted as a way of guiding the company to achieve a certain goal. Today's strategic management needs to be considered by a company to maximize employee contributions and maintain employee performance. One of the strategies is to take advantage of a good and positive, and supportive work environment for employees. Employees feel happy at work and can complete their tasks well even though they work from home but can still work optimally.

III. CONCLUSIONS AND SUGGESTIONS

We can know that there is a considerable influence from the company's work environment on employee contributions and employee performance. This makes the organization must quickly and effectively make decisions to increase employee contributions and maintain employee performance so that it remains optimal and maximum so that company goals can still be achieved as planned. The Covid-19 pandemic has forced managers to rack their brains to make effective and efficient decisions. Managers must adapt to current conditions, around working hours, and company productivity and make management strategies to continue to maximize employee contributions and employee performance during this Covid-19 pandemic. Managers must also be able to understand and understand the situation of their employees who work from home.

From the results of the journals that I have read, it is evident that strategic management in maximizing employee contributions and employee performance can be influenced by the company's work environment, including social unity, feelings of being respected and cared for by a manager, sharing of information, communication, trust, and vision and mission goals. Together. Employees need support through their work environment that includes managers, teamwork, co-workers, and so on. Poor communication can result in an employee being reluctant to contribute because they feel unimportant and needed. They want their ideas and suggestions to be heard by managers and others. They feel valued and respected, and they realize that the work and responsibilities they do are important and greatly affect the advancement of productivity and company value. This makes employees happy and loyal to contribute to the company so that employee performance gets better.

Employees are expected to develop their abilities, knowledge, skills, and abilities to contribute to the activities the company creates for them. Therefore, they need to find solutions to utilize all the abilities, knowledge, and skills they have to become positive and influence employee contributions and employee performance to the company's achievements. Meanwhile, a manager or leader needs to understand the needs and desires of employees. In addition, managers must also highlight the uniqueness of their work environment to maintain employee contributions and performance and motivate employees to work more seriously, and attract new employees to their company. This is a management strategy during the Covid-19 pandemic that is very profitable, both for employees and for the company, in maximizing the contribution and performance of current employees.

LIST OF REFERENCE

Widianingsih R. A., Sukristanta, & Kasno, (2020). Tantangan Bagi Organisasi dalam Mempertahankan Kinerja Pegawai Selama Pandemi Covid-19 di Indonesia. *Al Tijarah*. 6 (3) 1-6.

Mangkunegara, A.A Anwar Prabu, (2010). *Evaluasi Kinerja SDM*. Bandung: PT Revika Aditama.

Covid-19. Wikipedia. *Ensiklopedia bebas*. 27 Mei 2021. Web.
<https://id.wikipedia.org/wiki/COVID-19>