

Human Resources Transformation of PT Pelabuhan Indonesia III (Persero) During the Covid-19 Pandemic

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Abstract

The period of the Covid-19 pandemic is one of the causes of large-scale disruption in the world of human resource management. This disruption leads to employees changing their mindset, attitude, behavior, way of life, way of working and how to use the latest technology. This disruption arises because the speed at which the virus spreads is not comparable with the speed at which companies manage the flexibility of their work systems. Therefore, flexibility is needed in formulating work system adjustments, especially for HRDs in responding to Covid-19. Various challenges that have arisen such as changes in work patterns, digitalization of the economy and changes to the supply chain system have created an urgency for HRD to re-skilling and up-skilling all employees. This research uses qualitative methods, namely descriptive analysis. The process of searching and collecting data is carried out using literature study techniques or literature studies (secondary data). This research has the intention that in its preparation through the process of summarizing various scientific articles from across fields in order to provide a comprehensive review of a phenomenon that is happening.

Keywords

transformation; human resources; port; pandemic Covid-19



I. Introduction

COVID-19 is a global health problem including Indonesia. This was initiated from the information of the World Health Organization (WHO) on 31 December 2019 there was a case of a cluster of pneumonia with a new etiology in Wuhan City, Hubei Province, China and later expanded beyond China. On 30 January 2020, COVID-19 was set to become the public health Emergency of International Concern (PHEIC) (Susilawati et al, 2020).

The current COVID-19 pandemic is seen as a challenge, threat, disturbance, and obstacle in realizing national goals. Therefore, during the Covid-19 pandemic, it affected and had an impact on all aspects of the life of the global community, including Indonesia, forcing people to change their mindset, attitude, and behavior in order to be able to enter a new life order (new normal). Human resources who have the ability to think critically, creatively, and have a national perspective will be able to adapt to the very fast changes in that era.

Indonesia has made policy rules for restrictions on traveling into the red zone of transmission during the COVID-19 pandemic with the aim of breaking the chain of transmission of COVID-19. Restrictions for the first time in modern history employees are faced with a condition where they have to work from home every day. Employees are also faced with various disruptions in terms of technology that cannot be predicted in advance, for example due to the spread of telecommuting activities during a pandemic, employees must prepare equipment that is in accordance with standard specifications for holding virtual meetings such as laptops and adequate internet access.

Human resources are the basis and key of all organizational resources. Quality human resources have knowledge, skills, competencies, entrepreneurship and excellent physical and mental health, are talented, have a work ethic and high work motivation that can make an organization different between success and failure. Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo in sulasmi, 2020). The development of human resources through the cultivation of achievement motivation is one of the contributions in improving the quality of human resources. (Werdhiastutie, A. 2020)

Thus the management and development of human resources is a determinant of success in a company or business unit. This increasingly fierce competition makes business actors must have quality human resources in their companies. Effective management of human resources will be able to achieve organizational goals. Operationally, the organization's goals include societal objectives; organizational objectives; function objectives and personal objectives. A human resources department must have the ability to develop, use, and maintain human resources so that organizational functions can run in a balanced manner.

The thing about human resources, which must be considered by human resource management is to pay attention to the level of employee skills, employee abilities, and management capabilities with their relevance in making human resource strategies. By knowing the level of skills and abilities of employees, the company can determine the direction of its human resource strategy. The three main concepts in human resource strategy include competitive advantage, specific capabilities, and strategic fit. The concept must really be considered so that the strategy chosen or determined by a company can run effectively.

The concept of human resource development is an attempt to improve technical, theoretical, conceptual, and education and training. The types of development are grouped into informal development and formal development: 1) Informal development, namely employees on their own desires and efforts train and develop themselves by studying literature books that have to do with their work or position. Informal development shows that the employee is eager to advance by improving his work ability. 2) Formal development, where employees are assigned by the company to take part in education and training, both those conducted by the company and those carried out by educational and training institutions.

PT Pelabuhan Indonesia (Pelindo) is a company that acts as a State-Owned Enterprise (BUMN) engaged in the transportation sector. PT Pelindo is spread throughout Indonesia and is divided into Pelindo I-IV. PT Pelindo III is a company that plays a role in managing and overseeing 43 (forty three) public ports in 7 (seven) provinces of Indonesia. In accordance with article 3 paragraph 2 of the Company's Articles of Association, the purpose and objective of this company is to conduct business in the field of port service operations and operations, as well as to increase the value of the company by optimizing the utilization of the company's resources to produce high quality and powerful goods and/or services. Strong competitiveness to gain or pursue profit in order to apply the principles of Limited Liability Company.

The method used by the company to improve the quality of human resources at PT Pelabuhan Indonesia III (Persero) is to develop a strategy for developing human resources itself. As an implication of the increasing level of competition, the demand for quality human resources is also increasing. So it is necessary to make efforts to improve the quality of human resources, which can be done, among others, by training and developing human resources.

II. Research Methods

This study uses a qualitative method, namely descriptive analysis. The process of searching and collecting data is carried out using library research techniques (secondary data), namely by collecting and analyzing various academic writings in the form of archives, scientific articles both online and offline and books explaining opinions, theories, arguments, laws and regulations others related to the subject matter. Meanwhile, the data analysis approach is carried out in a comprehensive and integral way through analysis, namely by covering various perspectives that can be referred to describe the transformation of human resources at PT Pelabuhan Indonesia III (Persero). The technique of testing the validity of the data uses the triangulation method for the validity and reliability of the data.

III. Results and Discussion

Empowerment of human resources through human resource management is one of the keys to success in running a business in order to survive and growing. Human resources have a very important and dominant role in a management. Human resource management in PT. Pelindo III is an activity to regulate and establish a staffing program which includes issues of making human resource strategies, human resource planning, recruitment and selection of human resources, training and human resource development, compensation, performance evaluation, and employee productivity.

PT. Pelindo III makes a human resource strategy to be able to realize the vision and mission that has been formed jointly by the company. Based on the vision of PT. Pelindo III is to become a "smart world-scale port operator" with the mission of creating sustainable added value to increase stakeholder satisfaction, providing convenience and convenience for users of business services at ports through digitalization with the principles of good corporate governance or Good Corporate Governance (GCG). , create intelligent business solutions through integrity and cooperation with strategic partners, build and expand domestic and international business networks. Then,

The trend of shifting employee skills of PT. Pelindo III (Persero) which rapidly changed along with the emergence of a pandemic such as the emergence of the concept of remote working, economic digitization, and changes in the supply chain. PT. Pelindo III (Persero) seeks to implement:

1. Shift at scale and Meaning of Work.

According to Yawson (2020), the activities that can be carried out by HRD in shifting workers for new normal conditions are:

- a. Perform job redesign that focuses on flexibility and speed of work. This process can be done by separating workers who have a high level of susceptibility to the virus with a low level. Workers with a high level of vulnerability are allowed to complete work from home, and workers with a low level of vulnerability are divided into several shifts to remain present in the company.
- b. Re-describe the abilities, main tasks and functions of workers in accordance with changes related to the pandemic
- c. Cooperation with all stakeholders related to the learning process to adjust work patterns to suit the health protocols imposed by the local government. Such cooperation can be done with the local authorities who are authorized to handle occupational health problems such as health clinics. This collaboration can also be in the form of delivering

updates regarding the condition of the spread of the virus so that the company's operational activities can be monitored (McLean & Jiantreerangkoo, 2020).

2. Leadership in the New Normal

Leadership in the new normal is a leadership pattern that is able to calm subordinates not to dissolve in a state of mass panic. Leaders are able to process their emotions to stay calm in making every decision related to saving business and are able to form communication with their subordinates. The workers expect a harmonious and humane communication network from the company leadership (not to mention HRD) related to providing motivation and enthusiasm in facing the pandemic era (Dirani et al., 2020). More specifically, Salanova (2020) in her article stated that to overcome the post-traumatic impact caused by the Covid-19 pandemic, it is hoped that the company's leadership will be able to guarantee three things, including:

- a. Positive psychological resources By strengthening worker resilience through positive psychological interventions, it will make a significant contribution to reducing stress, fostering well-being and improving performance.
- b. Positive Psychological Resources which includes positive emotional conditions, optimism, and flexibility are able to become the most influential resources in the effort to survive during the pandemic.
- c. Positive Social Relations. Leaders through their organizational tools must foster positive relationships among their employees as a strength to help them deal with adverse situations, but also as a means to strengthen their personal and professional development during this pandemic.
- d. Healthy Organizational Practices. During a pandemic like this, leaders are expected to be able to maintain healthy organizational practice practices such as maintaining a balance between work and home (work–family balance practices), enforcing protocols to protect workers from various psychological disorders, ensuring communication patterns remain positive, and leaders able to continue to inspire workers and be able to instill courage during periods of crisis.
 - 1) Contactless Commerce and Education, in supporting a comprehensive digital transformation of the field of transactions and knowledge transfer within the company, HRD must be able to guarantee several components related to the contactless commerce and education process, including ensuring data security, conversation security, data transfer security, security guarantees with financial guarantee institutions if the transaction involves the use of a company account, and guarantee the application site to be free from hackers (Waizenegger et. al., 2020).
 - 2) Corporate VolunteerismHRD plays an important role in maintaining solidarity between workers and companies to jointly face COVID-19. This form of volunteerism can be realized by forming a donation collection team to provide compensation to workers who are struggling to recover from COVID-19. In addition, this activity can also be realized by volunteering to be part of the team for virus prevention starting from the worker health screening team and the emergency response team if there are incidents that arise during the pandemic (Yawson, 2020). In essence, this pandemic is a momentum for mutual concern for fellow workers because this pandemic is a humanitarian disaster that requires cooperation and volunteerism from all parties to be able to resolve it (Dirani et al., 2020).

Management function carried out by the company to manage Human Resources activities during the COVID-19 pandemic are:

1. Planning is the adjustment of activities to determine the objectives of HR management and development activities and determine how best to achieve them which has been carried out by PT. Pelindo III.
2. Organizing is organizing the resources owned by PT. Pelindo III is a company so that the HR management and development plan that has been made can actually be carried out.
3. Leadership a series of processes carried out by PT. Pelindo III so that employees continue to work together both at work form office and work form home for the benefit of the company that has been planned.
4. Controlling is a monitoring activity to ensure that it has complied with the health protocol while in the work of PT. Pelindo III can achieve its goals at the appointed time.

V. Conclusion

Based on the discussion above, it can be concluded that there are The COVID-19 pandemic leaves various challenges that must be faced by all elements from the board of directors, managerial level to all PT Pelindo III staff. Various challenges that arise such as changes in work patterns, digitalization of the economy and changes to the supply chain system create urgency for HRD to re-skill and up-skill all employees. The methods used include setting worker shifting, setting leadership patterns and coordinating patterns, operating arrangements without going through physical contact and setting workers to take part in handling the pandemic, which is the right step to take considering the level of uncertainty when this pandemic will end is very high.

Suggestions for further researchers are it is hoped that further researchers will be able to specifically investigate the impact of the covid-19 pandemic on remote working/work from home because this variable is strongly influenced by many things and there are many paradoxes related to remote working. This kind of work pattern is very helpful for companies in suppressing the spread of the virus, but on the other hand, this kind of work pattern causes workers' inability to divide roles fairly between work and domestic life. Boundaries are biased and raise a lot of pros and cons including the relation to data security which is very interesting to discuss.

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