

# PERFORMANCE QUALITY OF EMPLOYEES WHEN WORK FROM HOME: AN ANALYSIS OF EMPLOYEE COMPETENCY DURING THE COVID-19 PANDEMIC

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## PERFORMANCE QUALITY OF EMPLOYEES WHEN WORK FROM HOME: AN ANALYSIS OF EMPLOYEE COMPETENCY DURING THE COVID-19 PANDEMIC

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### ABSTRACT

In this era, every company will definitely try to increase company productivity. Therefore companies really need Human Resources because every company company will compete fiercely in developing or improving the quality of their company. Especially with the current conditions with the emergence of Covid-19, companies will try to find employees who have good competencies and abilities. Data released by LIPI states that as many as 63.8% of employees do WFH. Based on the background, this <sup>31</sup> research will analyze the competence of employees' performance in conducting WFH during the Covid-19 pandemic. The data used in this paper is secondary data obtained by the author through various literatures. The result of the research is the need for someone's competence in working anywhere or in any field. This includes being in a pandemic and working with the WFH system. Therefore, employees must develop the competencies that exist within themselves and continue to show good performance.

**Keywords:** Quality of Employee Performance; Employee Competence; Work From Home; Covid-19 Pandemic

### PRELIMINARY

<sup>28</sup> Countries around the world are <sup>16</sup> battling the coronavirus, also known as Covid-19. Covid-19 has created a threat that is not only a threat to the health sector of every country, but also threatens the economic sector (Zulkarnaen, W., et al. (2020:6519). In a company, human resources are the most important thing in increasing company productivity. Human Resources will never be separated from a company activity. a company can develop and grow must be supported by Human Resources All companies engaged in any field of course the company will recruit Human Resources to be supporters in the operation of the company itself. And of course the company will look for employees who have good competence and knowledge. Because if the company has good employees, the company's profits and benefits will increase and of course the company will have a competitive value with other companies.

Especially with the current conditions, the Covid-19 Pandemic has caused many companies to close and go bankrupt because the company is unable to compete. One way to deal with increasingly fierce competition is to empower and find out more about the potential of Human

Resources owned by the community. employees in a company. Human Resources in a company can be used to increase the contribution made by employees. In order for the company to achieve organizational goals. One thing that is strongly emphasized by Sondang and Siagian (2008:27) is, in order to achieve organizational goals, good human resource management aims to increase the contribution made by workers in the organization.

In this era the company will try to increase the productivity of the company. Therefore companies really need Human Resources because every company company will compete fiercely in developing or improving the quality of their company. Especially with the current conditions with the emergence of Covid-19, companies will try to find employees who have good competencies and abilities.

Competence is an underlying characteristic (basic character) which has 5 (five) types of competency characteristics, namely (Spencer and Spencer, 1993):

- 1.Motif
- 2.Self-concept
- 3.Attitude
- 4.Knowledge
- 5.Skills

Basically skills and knowledge (especially “hard” types such as knowledge or skills for a job) can be improved through education and training programs. However, basic competencies or prerequisites (threshold competencies) cannot distinguish superior performance between one employee and another. Meanwhile, what distinguishes an employee's performance is differentiating competencies. Which is usually closely related to the type of competence attached to the quality of an employee's self. And “soft” knowledge and skills such as creativity, communication and flexibility (McBer, 1996).

Competence is <sup>41</sup> a person's ability to perform a task. Responsibilities or duties, in the ability to integrate knowledge, attitudes, skills, personal values, and are based on experience and learning to build the knowledge and skills possessed. A good competence is very influential in an employee's performance. And all companies certainly want to have good productivity and achieve success. Competence as a strong foundation <sup>10</sup> is needed to achieve success. Thus competence becomes something that is needed or <sup>10</sup> very useful to help organizations improve the performance of their employees.

As a result of this pandemic, many companies have been forced to suspend the activities of their employees by implementing a work from home (WFH) system. In addition, several companies have implemented Termination of Employment (PHK) policies for their employees due to being affected by the corona virus. At this time <sup>33</sup> the Covid-19 pandemic is a health crisis <sup>33</sup> that has turned into a global humanitarian tragedy. Not only the health sector is affected, all sectors are affected, including employment. The government implemented Large-Scale Social Restrictions (PSBB) massively and forced millions of people in Indonesia to stay at home. Making factories have to close, shopping centers / malls are quiet, restaurants do not allow eating on the spot, and there are no face-to-face school activities.

Data released by LIPI (see Figure 1) states that 63.8% of employees perform WFH. Both men and women mostly still do WFH. As for age, most of the productive age (17 to 45 years) also do WFH. Even with the corona virus pandemic, like it or not, the company must continue to exist and keep employee productivity up.

Based on the above background, in this study, competence will be analyzed on employee performance in conducting WFH during the Covid-19 pandemic.

## THEORETICAL BASIS

### <sup>24</sup> Employee performance

Performance comes from the word Job Performance or Actual Performance which can be interpreted as a person for a certain period of time can achieve <sup>21</sup> work performance or actual achievement. The definition of performance (work achievement) is the achievement of the results obtained <sup>17</sup> by an employee in carrying out his duties in accordance with the responsibilities and authorities <sup>34</sup> given to him both in quality and quantity (Mangkunegara, 2013). The factors that affect performance are:

- <sup>29</sup> 1. Ability factor (ability). <sup>32</sup> Employees who have an IQ above the average (IQ 110-120) then it will be easier for him to achieve the expected performance accompanied by <sup>26</sup> adequate education for his position and skilled in doing daily work. This can be interpreted that <sup>23</sup> psychologically, the ability of employees is a combination of potential ability (IQ) and reality ability (knowledge plus skill).
- <sup>36</sup> 2. Motivational factors (motivation). In dealing with work situations, motivation is formed from the attitude of an employee. Conditions that move employees who are aimed at achieving organizational goals (work goals) are a motivation.

Employee performance can be measured through regular training and improvement. In addition, taking employee performance measures as core job performance, which includes performance in roles, security performance, and inventiveness, followed by loyalty, targets equally specific self goals of an organization (Alagaraja and Shuck, 2015). The fact that the dimensions in this study are employee performance measured from the point of view of the organization, employees and the work itself, namely organizational goals, employee goals, performance development and employee satisfaction are used as measures. employee performance that makes it broader (Liao et-al, 2012).

### Employee Competence

The definition of competence is an ability (ability) or a person's capacity which is determined by intellectual and physical factors to be able to perform various tasks and activities in a job (Robbins, 2011). Competence is also defined as a characteristic of individual performance effectiveness that underlies a person (Sedarmayanti, 2011). Competence can also be a fundamental factor that exists in someone who has more abilities and skills and makes it different from other people with abilities in general (Mangkunegara, 2013). From the several definitions of competence above, the researcher defines competence as the ability or expertise possessed by a person to carry out work or tasks in a particular field, in accordance with the authority it bears.

There are five main components in competence (Tucker and Cofsky, 1994);

1. Knowledge. Refers to a person's inherent information and learning.
2. Skills. Refers to a person's ability to perform a particular task.
3. Self-Concepts and Values. Refers to a person's attitudes, values and self-image. An example is self-belief, a person's belief that he or she can succeed in a given situation.
4. Feature. Refers to the physical characteristics and consistent response of a person to situations or information.
5. Motive. Refers to an emotion, desire, physiological need or drive to perform an action.

In the concept of competence there are several aspects as follows (Gordon in Sutrisno, 2011):

1. Knowledge is awareness in a cognitive perspective. Example: an employee knows how to do good learning and self-development according to the needs of the company.

2. Understanding (understanding) is a person's cognitive and affective depth. Example: an employee in carrying out must work effectively and efficiently on his job.
3. Ability (skill) is someone who has a "bigness" when carrying out his duties or roles. Example: employees are able to choose an efficient and effective way of working.
4. Value is a standard of a person's behavior in the form of belief and has been psychologically integrated. For example: the values that are instilled in employees in carrying out their work such as honesty, democracy, openness and so on.
5. Attitude is a person's response to a stimulus that comes from outside himself, for example: reaction to the impact of the COVID-19 pandemic, feelings of promotion and so on.
6. Interest is the tendency of someone who tends to be more interested in doing an activity or job. For example: doing work activities.

### **Work From Home (WFH)**

WFH, which is a current phenomenon in Indonesia, has not yet found many organizational work cultures, especially government organizations that are very tied to direct supervision, discipline and public services. However, the WFH they do is not because the position as a facility provided by the entrepreneur is inadequate but is done to prevent the spread of COVID-19, which is currently growing. In fact, WFH is not fully understood by employees, they feel a lot of dilemma conditions such as the mindset that home is their place to rest while work is generally done in the office. This dilemma condition sometimes causes conflict in the family even though WFH creates flexibility in terms of time and place (McCloskey, 2018). However, WFH has shortcomings such as performance as a team and a supervisory system that is not optimal by the manager (Lippe, 2019). However, in addition to having shortcomings, the results of the study also show that WFH provides flexibility and flexibility for employees to carry out their work without being directly supervised by a supervisor or manager (Ellen Ernst Kossek, 2015).

### **Covid-19 pandemic**

A pandemic is an epidemic that occurs on a global scale, usually affecting large numbers of people. A disease can be called a pandemic because it has spread widely or has killed so many people and must be contagious (Miquel Porta, 2008).

The term pandemic according to the Big Indonesian Dictionary is defined as an epidemic that covers a wide geographic area and is spreading simultaneously everywhere. In a sense, when an



epidemic spreads to many regions or countries in the world. An outbreak of a disease that is declared a pandemic is an infectious disease and has a continuous spread of infection. Therefore, it will still be classified as a pandemic, if any cases occur in several other countries apart from the country of origin.

A pandemic was originally categorized as an epidemic first. Where the spread of the disease quickly from one area to another. The Zika virus outbreak that began in Brazil in 2014 serves as an example. Then spread to Latin America and the Caribbean region is an epidemic. As was the case with the Ebola outbreak in West Africa in 2014-2016. Most recently, Covid-19 began as an epidemic in China before finally in a matter of months spreading rapidly to various parts of the world and eventually becoming a pandemic. However, epidemics do not always have quick or clear transitions and do not always become pandemics.

In December 2019, in Wuhan-Hubei Province the first case of mysterious pneumonia was reported. The first case was linked to a fish market in Wuhan, but the source of transmission of this case is still unknown. There were six patients who were treated with Acute Respiratory Distress Syndrome (ARDS) from 18 to 29 December 2019. This case increased rapidly from 31 December 2019 to 3 January 2020. This was indicated by the reported 44 cases. The disease has spread to other provinces in China, Thailand, Japan and South Korea in less than a month. The samples studied showed the etiology of the new coronavirus. Initially, this disease was temporarily named by WHO as 2019 novel coronavirus (2019-nCoV), then a new name on 11 February 2020 was Coronavirus Disease (COVID-19). The Severe Acute Respiratory Syndrome Coronavirus-2 (SARS-CoV-2) is the cause of COVID-19. The virus has spread widely in China and more than 190 other countries and regions and can be transmitted from person to person. On March 12, 2020 WHO declared Covid-19 a pandemic. Worldwide as of March 29, 2020, there were 634,835 cases and 33,106 people died. Meanwhile, 1,528 cases have been confirmed positive for COVID-19 and 136 cases have died in Indonesia (Adityo Susilo, 2019).

At the beginning of the study, the transmission of this virus could not be determined whether it could be transmitted between humans. Over time the number of cases increased in number. One of the patients, the so-called “superspreader”, has infected 15 medics. Finally, it was stated that the transmission of Covid-19 could be transmitted from human to human. Until now research is still ongoing and this virus is rapidly spreading is still a mystery (Yuliana, 2020).

### **Previous research**

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<sup>3</sup> The relationship between competence and work performance is a competency that consists of a number of key behaviors needed to carry out certain roles in order to produce satisfactory work performance. This behavior is usually shown consistently and measurably by workers who carry out work activities (Ruky in Sutrisno, 2011)

<sup>1</sup> Research conducted by Ardiansyah et al, 2018 with the title "The Influence of Competence and Emotional Intelligence on Employee Performance". Stating that <sup>1</sup> between the variables of competence and emotional intelligence on employee performance has a <sup>1</sup> positive and significant influence either partially or simultaneously, .

<sup>42</sup>  
In a study conducted by Dusauw et al, in 2016 with the title "The Effect of Training, Work Involvement and Competence on Employee Performance at PT Bank Sulut Go Manado". <sup>22</sup> shows that the performance of employees at PT Bank Sulut Go Manado is partially or simultaneously affected by training, work involvement and competence.

<sup>44</sup>  
Research conducted by Emmy van Esch et al, 2018 with the title <sup>5</sup> "High-performance human resource practices and firm performance: the mediating role of employees' competencies and the moderating role of climate for creativity. : the mediating role of employee competence and the moderating role of climate for creativity". Stating that Drawing on a resource- and competency-based view, this paper examines the relationship between high-performing <sup>19</sup> human resource (HR) practices and firm performance. Using a sample of 189 firms in mainland China, a positive relationship was found between firm performance which is partly described as employee competence and high-performing HR practices.

Research conducted by Zhang in 2018 entitled "A Study of the Employees' Professional Competency on Career Commitment towards Work Performance in Ecology Industry". Shows that the results of research, to refer and promote professionally to employees who are competent and have work performance.

## RESEARCH METHODS

Method is a way of working that can be used to get something. While the research method can be interpreted as a working procedure in the research process, both in searching for data or in disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229). <sup>8</sup> This research is a qualitative research that is library research that uses books and other literatures as the main <sup>13</sup> object (Hadi, 1995: 3). The type of research used is qualitative, namely research that produces information in the form of notes and descriptive data contained in the text under study (Mantra,



2008: 30).<sup>4</sup> With qualitative research, it is necessary to do descriptive analysis. The descriptive analysis method provides clear, objective, systematic, analytical and critical descriptions and information regarding the phenomenon of the quality of the performance of employees working from home during the Covid-19 pandemic.<sup>35</sup>

## RESULTS AND DISCUSSION

A person in producing excellent performance requires competence which is a key determining factor. It is also stated that a company that is well managed and fundamentally certain will produce optimal and even maximum productivity values. So that by correctly identifying what competencies are needed in all jobs within the company as well as the need for competencies in certain jobs and processes. The most important stage of the next competence is to identify accurately and in detail the level of competence possessed by employees.<sup>15</sup> In order to know the expected level of performance, for good, average or bad categories, it is necessary to determine the level of competence.<sup>15</sup> Determining the required competencies will certainly be used as a basis for evaluating and monitoring employee performance. This is clear from several previous research results which state that there is a close relationship between competence and employee performance.<sup>37</sup>

WFH is not fully understood by employees, they feel many dilemmas about conditions such as the mindset that home is a place where they rest while work is generally done in the office. However, with the competence possessed by an employee. So all tasks should be completed anywhere with any system including WFH. Therefore, good employee competencies even though they are in a pandemic condition and doing WFH still show good performance.

## CONCLUSION

The conclusion that can be obtained in this study is the need for someone's competence in working anywhere or in any field. This includes being in a pandemic and working with the WFH system. Therefore, employees must develop the competencies that exist within themselves and continue to show good performance. If you have good competence, the company will consider employees to stay in the company.

In research, the thing that must be done by employees and companies is that every employee needs to increase their competence in any way because with good competence they can achieve a good career. And the company also needs to facilitate the development of

employee competence in the form of training, the creation of a good corporate culture to a fair remuneration system.

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