

# Covid-19 And The Performance Of Employees At Kemhan Badiklat' Language Education And Training Center

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## ABSTRACT

When the Covid-19 outbreak spread out, the Ministry of Defense (Kemhan) issued policies to all employees to run work-from-home (WFH) services. This research has been purposed to reveal the performance of the KemhanBadiklat' Language Education and Training Center, one of the Kemhan organizational units. The research method used was qualitative method with data collection techniques through questionnaires, observation, documentation and interviews with 20 informants who relate to the research theme. Data analysis techniques are conducted through data reduction, data display and validation/conclusion. The results show that even though the WFH policy has been applied, the performance of the KemhanBadiklat' Language Training Center staff is still maximized and well executed, because the employees are conscious of their respective duties and responsibilities.

## Keywords:

Performance, employee work targets, work from home service.

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## INTRODUCTION

Covid-19 pandemic resulted in employees having to carry out work from home, this made it difficult for leaders to monitor employee performance. In normal times, employees could easily shows their good performance, this is proved by the achievement of all employee work targets (SKP) as it stated in the organization's annual work report and budget.

**Table 1. Employee Performance Evaluation Data**



Source: Sub-division of language education and training center administration

In accordance with the table above, it could be seen if it is in normal conditions all employees could reach good predicate on work performance level (76-90 points), the plan and work targets which are set by employees at the beginning of the

year succeed 100%, according to the work report. and the organization's annual budget, where all work programs can be fully achieved.

The author found research from Setiawan (2020) with the title "The Effect of Changes in Shift Time as the Impact of Covid-19 on Employee Performance (Case Study: PT. Nusa Halmahera Mineral, North Maluku)" shows that employee performance was influenced by time. shift to work caused by the Covid-19 pandemic. The Researchers Shareena&Shaid (2020) with the title "Work from Home During Covid-19: Employee Perception and Experience" stated that most employees think although they are prepared to work from home, they do not like working from home because it can reduce motivation and performance. It seems like the Covid-19 pandemic and the implementation of work from home have an impact on performance.

Based on these phenomenon and research findings regard not optimal performance of employees due to the Covid-19 pandemic, then it needs further attention and research. This is a very interesting topic to discuss considering that employee performance will show organizational

performance in general. Based on these background and sort of phenomena above, the authors are interested in conducting research with the title of "Covid-19 and Performance of Employees at KemhanBadiklat' Language education and training center."

There are several questions about employee performance during these Covid-19 pandemic, so the question was formulated such as what is the impact on employee performance during these Covid-19 pandemic?

## LITERATURE REVIEW

### Performance

Performance is a description of the level of accomplishment of an activity program or policy in running an organization. Robbins& Judge (2012:57) stated if the performance could be interpreted as the result of evaluating work carried out by individuals in accordance with certain criteria which mutually agreed.

### Performance Indicators

Performance indicators are defined as quantitative and/or qualitative measures that determine the level of achievement of predetermined goals or targets. Based on Government Regulation Number 46 of 2011, performance indicators can be described as follows:

- 1) Quantity
- 2) Quality
- 3) Time
- 4) Cost
- 5) Service Orientation
- 6) Integrity
- 7) Commitment
- 8) Discipline
- 9) Cooperation
- 10) Leadership

### Performance Evaluations

Employee performance evaluations mostly aim to assure the objectivity of employee coaching based on an advance system and career system. Besides that, Dessler (2015:330) argues

that performance evaluation is an assessment of current or past performance based on predetermined standards/indicators.

### Employee Performance

According to Government Regulation Number 46 of 2011, Employee performance or work performance is the work performed by every official in an organizational unit based on the work purpose and work behavior of employees.

## RESEARCH METHODS

This research uses descriptive qualitative research methods. This research method is often used to investigate the purpose conditions of nature in which the researcher acts as an important tool. Huberman& Miles (2014:15) argues that qualitative research will produce data in the form of words, not a set of numbers. Data collection was carried out in various ways, such as questionnaires, interviews, observation and documentation.

This research data was obtained from questionnaires and interviews with 20 participants. The Data analysis technique used is based by Huberman& Miles (2014:18) that consists of three activities, such as data reduction, data presentation and results/verification. Meanwhile, to examine the validity of the data, the researcher used triangulation technique of data sources which was done by checking the data obtained from various sources. Besides that, the researcher compared interview results with the interview results received from each informant to see the accuracy of the information obtained

## RESULT AND DISCUSSION

Interviews was conducted with 20 informants, consisting of 14 personnel, consisting of the operational staff of the Language Education and Training Center, 4 students and 2 cleaners, and the head of the department. The age of the informants ranged from 27 to 57 years, 10 people were male and female respectively, the educational background of the informants were 10

Postgraduate(S2), 8 Bachelor Degree (S1), 1 Diploma (D1), and 1 High School graduated.

### Quantity Dimensions

Based on these research results, it appears if the target number of jobs that are set at the beginning of each year at SKP could be achieved even in the conditions of the Covid-19 pandemic. The Center of Language Education and Training staff could accomplish all workloads within the specified time period. This is in line with Moorhead & Chung (1981) in Sugiyono (2019:162), employee performance indicators are measured by quantitative ability to achieve business goals or results for new jobs. Employees' efforts to reach the targeted numbers are in poor condition because the division of work time and work results which could be completed shows good employee performance. This research was in line with Rindah's research (2019) that explained if the quantity, quality, cost effectiveness, timeliness, the need for supervision and supervisor motivation are important factors in improving employee performance.

### Quality Dimensions

Robbins & Judge (2012:155) stated if the quality of work is the quality produced. According to the research results, it seems that the employees' understanding of work quality is the work that could be completed on time and received approval from the leadership. Though they carry out the service based on working from home, the employees still work seriously and try to minimize errors in doing their assignments so that the leadership would feel satisfied with the quality of work that has been given. This research was according to the research from Rizal, et al. (2017) which describes the quality of work of the UPTD Samsat City Makassar employees to support the performance of employees as evidenced by positive responses from the public. It could be explained if the quality of work performed by employees is achieved well, which is indicated by the satisfaction of the leadership and considered as good performance.

### Time Dimension

The division of working time between WFH and WFO makes employees need to manage their work optimally so there would be no delayed jobs. Robbins & Judge (2012:155) quoted if the timeliness could be measured by employees' perceptions of an activity that is completed from the start until the output process. The staff at the Language Education and Training Center are efficient at the use of time. If the work is very urgent to be completed, then the break time they have would be used to cope with the task. The efficient use of time shows good employee performance. This result is in accordance with the research from Gunawan (2020) which stated that the completion of work time and the achievement of work targets have an impact towards the achievement of performance in employee work goals (SKP).

### Service Orientation Dimensions

The realization of quality services is one of the characteristics of good governance as the goal of employee empowerment. Bowen and Schneider (1995) in Alfiani, et al. (2014:303) stated if the service orientation in organizations are policies, procedures, and organizational practices which encourage, maintain and reward perfect employee service behavior. Language education and training center as an organization engaged in education should be capable of understanding the behavior and needs required by stakeholders, in this case students in the use of educational services so they would provide the best service. According to the research results, it could be seen that the services provided by employees to students have not changed even in pandemic conditions, where teaching and learning activities cannot be done face-to-face in class but through distance learning (PJJ). In the limited space and time, employees still provide the best service to both superiors and stakeholders. This indicated good performance of employees both in service orientation dimensions. The results of this research were in line with the research from Liang, et al. (2020) which described

that employee service orientation has a positive impact on employee performance.

### **Integrity Dimensions**

Becker et al in Kibtiyah&Mardiyah (2016:96) defines that the integrity as something related to someone's trust and honesty. Based on the research results, it could be seen that the staff of the Language Education and Training Center have high integrity towards their duties and organization. The willingness of employees to keep working and complete the tasks shows a high level of responsibility. Covid-19 pandemic in which all companies were implemented WFH was not an obstacle to continue working as usual. Those Employees still come to the office and work sincerely and responsibly. This indicates as a good performance. It could be interpreted with high integrity, employees will cling to the belief to work properly, correctly and based on an honest conscience so it would affect their willingness and ability to work which will also have an impact on improving their performance. These research results were according to research by Sujiyanto (2017) that explained if the integrity has a significant impact on employee performance.

### **Commitment Dimensions**

High commitment will have an impact on performance. Robbins& Judge (2012:155) explained that the level of employees having a commitment to the organization and responsibility for the organization is measured by the perceptions of employees in developing hub with other agencies as well as employee responsibility and loyalty. Based on the research results, the commitment from the Language Education and Training Center employees to their respective responsibility and organizational duties is quite good. In these Covid-19 pandemic conditions, the employees still adhere to their commitment and continue working as if it is normal. This result is caused by the employees' sense of responsibility and desire for the progress of the organization as a place to serve. High commitment to their duties and organization even in a pandemic period shows

that employee performance is still considered good. The results of this research were in line with research by Salwa, et al. (2018) which explained if the commitment has a positive impact on employee performance. Meaning the better the commitment to the organization, the better the performance would be achieved.

### **Discipline Dimensions**

Based on the research results, it can be seen that the staff of the Language Education and Training Center always complete their work on time and follow and comply with various rules issued by the leaders during these Covid-19 pandemic such as prohibition of long distance travel, elimination of leave with Eid al-Fitr 2020 and always implementing the health protocols as it stated in the circular letter of the Secretary General of the Ministry of Defense Number: SE/82/VII/2020 dated 17 July 2020 which concerned about Official Travel Activities and Control of Working Hours for Employees within the Ministry of Defense in a New Normal Order. Rivai (2004: 449) explained that an employee could be said to have high work discipline if they are consistent, compatible, obedient to principles, responsible, never late and work regularly. Employees know that work should be done within a predetermined time and any policies issued by the leaders as for the common good. In carrying out the work from home service, employees continue to provide online attendance reports and this report activities should be carried out in a timely manner. Discipline in work which was shown by employees indicated good performance. The research results are consistent with research by Umarnate&Elmi (2017) which defined that work discipline affects employee performance. This could be interpreted that employee performance will be seen from the level of employee discipline towards the organization.

### **Cooperation Dimensions**

According to the research results, the staff at the Language Education and Training Center could work well with colleagues, superiors and

subordinates even though they are applying WFH services. Collaboration is carried out online through social media. Employees conceive if to achieve organizational goals, good cooperation is needed. This proves that in these cooperation dimensions have good results. Samani, et al. (2012:118) stated if these collaborative actions or attitudes are willing to cooperate with others and achieve mutual goals and benefits. Based on observations, the staff of the Language Education and Training Center have close kinship with each other, so it is not a difficult thing to cooperate with other employees in completing work tasks. These research results were in line with research by Yusuf (2018) which stated that cooperation has a positive and significant impact on employee performance.

### Leadership Dimensions

Robbins & Judge (2015:410) stated if leadership is the ability to influence a group towards achieving a vision or set of goals. Good leadership is needed in uncertain conditions such as the current pandemic. Without this motivation and direction from the leaders, employees would feel hopelessness in facing the current situation and even triggered to the decrease in performance.

According to this research, it shows that the Language Education and Training Center employees who have a higher level at the job by being a superior either as head of a field or sub-sector need to carry out the leadership role well. In this investigation, the leadership shown by the informants is quite firm but precisely creates a relaxed and kinship atmosphere, employees who are in their field of work do not feel heavy following every direction. This shows good leadership performance. The guidance, direction and motivation given to members / subordinates resulted in employee performance being maintained even though they had to work in the conditions of the Covid-19 pandemic. The results were in line with prior research by Margahana (2019) and Szezepanska-Woszezyna (2015) which defined that there is a strong leadership influence on employee performance.

## CONCLUSION AND SUGGESTION

### Conclusion

Covid-19 pandemic has changed the work order at the Language Education and Training Center, the employees should carry out the work from home service (WFH), however, this observations of employee performance still must go on so the organizational goals remain measurable and focused. According to these research result that has been conducted by the author relates to the performance analysis of the employees at KemhanBadiklat's Language Training Center during these pandemic, it could be said that the employees performance is evaluated based on Employee Work Goals (SKP) which consists of SKP and work behavior were includes the dimensions of quantity, quality, time dimension, service orientation dimension, integrity dimension, commitment dimension, discipline dimension, cooperation dimension, and leadership dimension still achieved properly. The dimensions of quantity, quality and time which have been determined by the preparation of the SKP at the beginning of the year and could be achieved though facing lots of obstacles, this could be achieved because the employees have integrity, commitment, discipline and good cooperation in achieving organizational goals. Besides, the leadership which shown by superiors in providing motivation, direction and guidance in dealing with these Covid-19 pandemic.

### Suggestion

Pandemic situations which has result in employees having to carry out the division of labor alternately are not used as an excuse to work in moderation, the employees continue to work responsibly and were carried out with pleasure and sincerity. The author wants to provide some suggestions that might be useful for the Language Education and Training Center and further research, such as:

- 1) The performance of employees at the Language Education and Training Center during these Covid-19 pandemic could be said to be good and satisfying in all



dimensions, but then there is no certainty over the end of these pandemic, so providing motivation, direction and guidance from superiors/leaders is needed to encourage employee motivation to keep high.

- 2) Giving rewards to the employees who have worked earnestly without knowing the time when applying for the WFH. Through this will encourage integrity, commitment and discipline which have an impact on improving employee performance and organizational performance.
- 3) Employee cooperation / teamwork that has been running well needs to be improved again with joint activities such as outbound activities or other activities that would be carried out when the pandemic is over.
- 4) Improved employee performance could be provided by an opportunity to attend training or education, both at domestic and abroad.
- 5) Further research is advised to examine other factors which have an impact on employee performance during this pandemic.

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