

Productivity of MSME Human Resources during the Covid-19 Pandemic

Don Gusti Rao¹, Niken Anggun²

^{1,2}Human Resource Management Studies Program, Polytechnic of Manpower Jakarta, Indonesia
dongusti@polteknaker.ac.id, nikenanggun62@gmail.com

Abstract

The Covid-19 pandemic has had an impact on Micro, Small and Medium Enterprises (MSMEs) in Indonesia, one of which is the difficulty in distributing and running their production. This also has an impact on MSMEs implementing work from home (Work from Home) for some employees, especially in the production department, so that an increase in employee productivity is needed. This study aims to find out how strategies and factors influence efforts to increase productivity in MSMEs during the Covid-19 pandemic. Using qualitative methods with interactive data analysis, data collection techniques were carried out by moderate participatory observation and interviews. The data is processed in the form of words or descriptive. The results of the study confirm that in increasing employee productivity, MSME X makes efforts, namely: optimizing the work from home system, training employees, evaluating employee performance directly, and meeting employee needs. In implementing the productivity improvement strategy, there are several obstacles or factors that hinder these efforts, namely: education, employee skills, the environmental situation around employees, and work discipline. Employee productivity during the covid-19 pandemic tends to be stable compared to the beginning of its emergence, namely in March, so it is concluded that the productivity improvement strategy has a positive impact.

Keywords

strategy to increase productivity; human resources, MSMEs; covid-19 pandemic; production



I. Introduction

Human Resources (HR) is important for every organization. In the continuity of the organization, there must be various problems faced, not only regarding raw materials, work tools, production machines, the work environment, but also regarding the human resources who manage these factors. The challenge for every organization to develop and face change is how to continuously improve the quality of human resources. By improving the quality of human resources, it is expected that productivity will be higher which will later affect the organization's production. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

One of the things that every company must have and pay attention to is the high productivity of employees. A company or organization cannot achieve its goals efficiently and effectively if employees have low productivity. Productivity is simply the relationship between the inputs and outputs of a productive system (Handoko, 2011:210). High productivity is built from the reciprocal relationship between organizational goals and human resource goals. Every organization certainly wants human resources that produce high productivity and performance, while human resources expect the organization to be able to provide high rewards. Therefore, to achieve high productivity, organizations must pay attention to the factors that influence it.

An employee can be said to be productive if he is able to produce more products than other employees at the same time. According to Ravianto in Tsauri (2014: 104) productivity can simply be interpreted as a comparison between output (output) and input (input).

Siagian (2002:21) assumes that employee productivity can be seen from the maximization of work results that are adjusted to the use of other resources, funds, facilities and infrastructure. Several factors that influence employee productivity are education, skills, work discipline, motivation and achievement opportunities.

In this pandemic situation, according to data from KemenkopUKM (kemenkopukm.go.id) there are around 37,000 Micro, Small and Medium Enterprises (MSMEs) that have reported serious impacts from the emergence of the COVID-19 pandemic. Data shows that around 56 percent of MSMEs reported a decline in sales, 22 percent reported problems in the financing aspect, 15 percent reported problems with distribution of goods, and 4 percent reported difficulties in obtaining raw materials. The problems above are increasingly widespread if they are associated with the Large-Scale Social Restrictions (PSBB) policies that are implemented in several regions in Indonesia. Referring to the Minister of Health Regulation Number 9/2020 concerning PSBB Guidelines in the context of Accelerating the Handling of COVID-19, PSBB includes restrictions on certain activities of residents in an area suspected of being infected with COVID-19 including restrictions on the movement of people and/or goods for one province or district/city. city. This results in a decrease in the productivity of human resources. Organizations must have a strategy so that employee work productivity is maintained so that the organization can survive the COVID-19 pandemic.

MSME X, as the locus of this research, is a business unit located in Purbalingga which is engaged in the beauty sector of making synthetic false eyelashes. was established in 2018 and already has 50 employees who are divided into several production areas, where the production sector is the most limited due to the covid 19 pandemic.

Table 1. MSME production results data X

Type Product	Years	
	2019	2020
Flare	328.567	312.055
Knot free	113.163	109.864
Total	441.730	421.919

Source: MSME X, developed by researchers

Data obtained from MSME X shows a decline in production output in 2020. MSME X applies work from home (Work From Home) for some employees, especially in the production department. The implementation of WFH is due to the condition of the production space being narrow to carry out Social Distancing but the demand for production continues to increase. This makes increasing employee productivity the main goal of the organization.

In achieving organizational goals, MSME X has set several strategies to increase employee productivity during the COVID-19 Pandemic, namely by providing training, simple performance appraisals and improving effective communication. Job training is carried out using the on-the-job training method in groups of up to 3 people or alternately at the production house. Job training is carried out when there is a new model or method of making false eyelashes and when the production results do not match the production sample. This job training is related to the performance appraisal carried out. Performance appraisal is carried out every two months simply by looking at the products produced by employees. To speed up the information process, communication between the Owner and employees is made as effective as possible where the Owner more often comes to the production house to see the employee's production.

Training can help employees develop the skills needed to perform the job. According to Sumarsono in Sinambela (2016:169), education and training is one of the important factors in human resource development. Education and training not only increase knowledge, but also improve work skills so that it will increase employee work productivity.

Productivity is closely related to performance. Sinambela (2016: 480) suggests that performance is an employee's ability to perform a skill. Organizations can increase productivity if they have a performance appraisal system on a regular basis which in this case is to maintain employee motivation. Likewise, as stated by Handayani (2020: 54) that productivity can be increased by conducting job training, annual performance appraisals and effective communication between leaders and subordinates.

II. Review of Literature

Handayani (2019) stated that there are several factors that influence the productivity of human resources, namely education, skills, and work discipline. There are three efforts to increase employee productivity, namely providing training and appreciating employee efforts, annual work appraisals, and communication between leaders and subordinates. Empowerment, teamwork and training have a positive and significant impact on employee productivity (Prabawa & Supartha, 2018).

Training is able to increase productivity, training is carried out through on the job training methods, namely coaching, directing, supporting, delegating and off the job training, namely simulation activities, case studies and role games Fibriany (2017). Competence and motivation have a positive effect on HR productivity. This means that if the competence and motivation are getting better, then the productivity of human resources will be better too. Mulyono, et al (2018)

2.1 Analysis Model

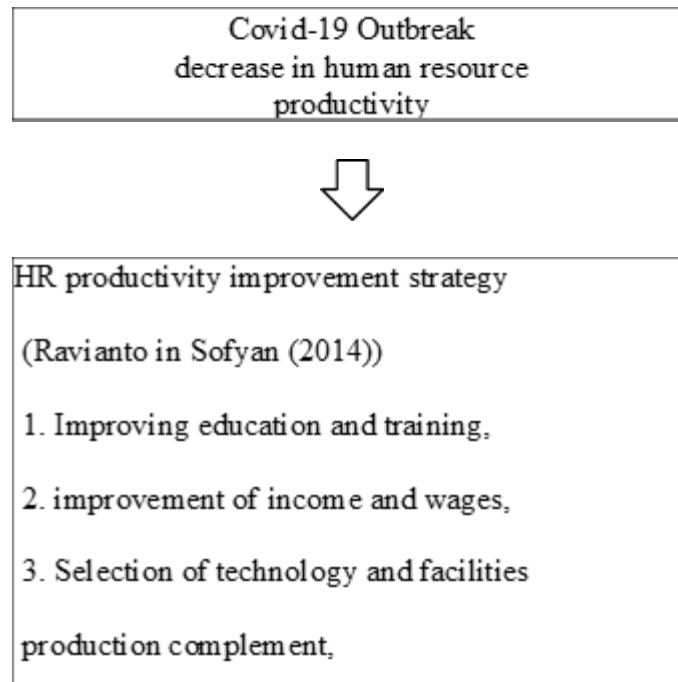


Figure 1. Research Analysis Model

III. Research Method

The research method used in this study uses a qualitative method with a descriptive approach. Qualitative methods intend to understand the phenomenon of what is experienced by the research subject, for example behavior, perception, motivation, action, and others holistically and by way of description in the form of words (Moleong 2011:6).

According to Sugiyono (2016: 9) states that the qualitative method is a research method used to examine the condition of natural objects where the results of qualitative research emphasize meaning rather than generalizations. The purpose of qualitative descriptive research is to reveal and explore events or facts, circumstances, phenomena, variables, and circumstances that occurred during the research by presenting what actually happened.

The key informants in this case are the Owner and 2 Supervisors of MSME X production, while the supporting informants are 3 employees, and one informant from an outside party, so the total informants in this study were 7 informants. Interviews with external parties are intended to strengthen data and see employee X productivity from the perspective of other parties, also known as the source triangulation method.

Moderate participatory observations were carried out to support the research data. Namely taking part in the activities carried out, but not all.

IV. Result and Discussion

This study describes the Strategy to increase Employee Productivity in MSME X during the Covid-19 Pandemic and how the factors that affect productivity in MSME X.

Based on observational data, the number of employees owned by X per year can be seen in the following table:

Table 2. Number of Employees X per year

NO	DIVISION	YEAR		
		2019	2020	2021
1.	PACKING	3	4	5
2.	PRODUKSI A	9	10	15
3.	PRODUKSI B	38	38	50
TOTAL		50	52	70

Source : UMKM X, 2021

The data from the table above contains the number of X employees during 2019 to 2021 (data as of June). MSME X experienced an increase in the number of employees throughout the year (see graph).

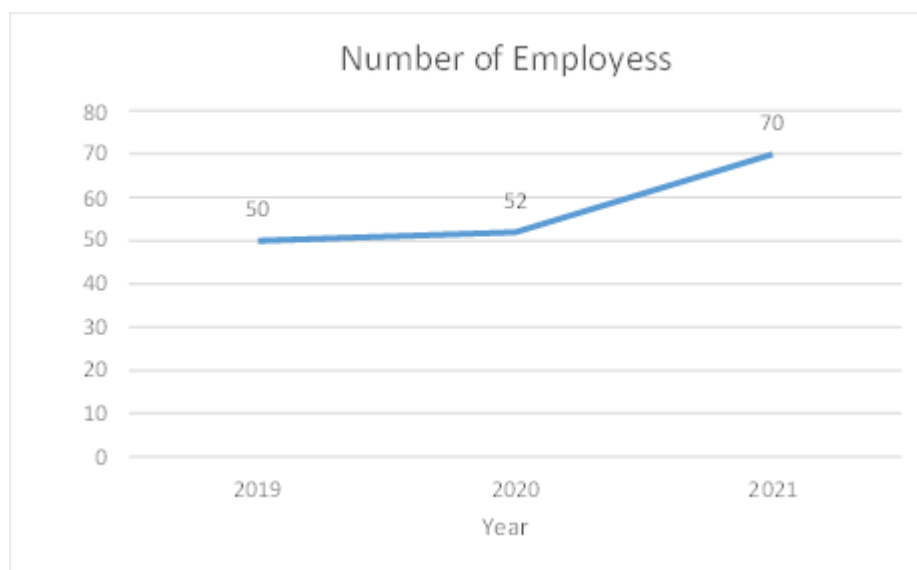


Figure 2. Graph of the increase in the number of employees per year

In 2019 or before the pandemic, the number of employees of X was 30 employees consisting of packing employees and production employees of A. Then in 2020, the number of employees of X increased, where in 2020 X began to produce its own gradually. Meanwhile, in 2021 (data as of June) shows an increase in the number of employees in each division.

Interviews conducted with Supervisor A regarding the increase in employee A in 2021 due to the reduced ability of employees to do work and the increasing demand.

".. Because our system works from home, so we don't force people to work every day, sometimes there are holidays, and people's moods are erratic, so they have to add continuously because to cover those people who can't work and there is also demand for goods. continuously. So cover it with additional employees..." (Supervisor A, 2021)

Data on the number of employees as of June 2021 in detail is described as follows:
Table Number of employees by gender

Table 3. Number of employees by gender

No	Divisi on	Sex		Sum
		Man	Woman	
1	Packing	4	1	5
2	Produksi A	2	48	50
3	Produksi B	2	13	15
Total				70

From the data above, as of June 2021, there were 70 employees with 8 men and 62 women. Data based on education level, it is known that the majority of employees only have junior high school education, namely 41 people. Meanwhile, seen from the age level as follows:

Table 4. Number of employees by age

No	Divisi	Age			Total
		18-25	26-33	< 34	
1	Packing	5	0	0	5
2	Produksi A	15	17	18	50
3	Produksi B	2	13	0	15
Total					70

In addition to adding employees, during the COVID-19 pandemic, MSME X also included the community around the employees' homes. The results of observations and interviews conducted with production employees regarding how they do work from home, work from home can be done in groups with the surrounding community, this is due to the wholesale system implemented by MSMEs.

"...sometimes if you can't do the work, it's given to neighbors who can do it, so help each other, then share the results.." (Wanda, production employee A)

The results of the researcher's observations by seeing directly one of the employees working from home, the goods brought by employees in large quantities will later be divided again to neighbors or the surrounding community who want to work too. The results of the work will be collected together by the employee concerned.

4.1 X working system before and during the covid-19 pandemic

The results of observations and interviews conducted, the X work system before the covid 19 pandemic was carried out with a 6-day working system and carried out at the production site with working hours starting at 08:00 to 16:00 WIB with a break for 1 hour at 12:00 to 13:00 WIB. Interviews were conducted with each supervisor regarding the work target before the pandemic, the target for production B in a day is a minimum of 100. Meanwhile, for production A in a day a minimum of 60 to 70 is obtained.

In contrast to the work system carried out during the COVID-19 pandemic, the X work system is grouped into 2, namely:

- 1) Sistem kerja biasa (6 hari kerja)

Karyawan yang termasuk dalam golongan ini adalah pelaksana packing, di mana untuk hari istirahat kerja perminggu telah ditentukan sesuai jadwal yang berlaku.

2) Sistem kerja dari rumah (work from home)

UMKM X menerapkan sistem kerja dari rumah untuk karyawan produksi selama pandemi covid-19 berlangsung. Karyawan produksi mengerjakan tugas yang diberikan secara mandiri di rumah dengan jam kerja fleksibel.

From the observations, the technical implementation of the WFH work system is carried out by employees taking production materials to work on at home. Then the production results are deposited into the production house by submitting a record of the number of results and the type of eyelashes produced. Then at the production house the supervisor will check the work.

Interviews conducted with each supervisor regarding the daily production target during the pandemic, it was found that there was no target in progress during the covid-19 pandemic.

“There is no target system, because the workers are from outside so it's up to the cultivator, if you want a lot, take a lot. For people who take at least 50, if for example the target day is at least 3 days, everything has been collected.”
(Supervisor A, July 1, 2021)

4.2 Work pay system X before and congratulations on the covid-19 pandemic

Data obtained from interviews with packing employees and production supervisors. The employee wage system before and during the COVID-19 pandemic is divided into two groups, namely: Upah mingguan

Weekly wages are given to packing employees on every Saturday with the amount of wages as determined by MSME X. Wages are based on employee attendance every day.

1) Wholesale wages every 2 weeks

Piece rate wages are wages paid based on the number of products produced. MSME X applies this wage system to production supervisors and production employees with the provisions that production on the 1st – 15th is paid on the 24th and production on the 16th – 31st is paid on the 11th.

Observation by looking at employee payroll data, each employee gets different wages depending on the number of products and types of work done. The price comparison of each type of eyelashes is as follows:

Table 5. MSME Wages Table X

No	Type	Price		
		2019	2020	2021
Production B				
1	Flare	Rp 700/net	Rp 700/net	Rp 700net
2	<i>Knot free</i>	Rp 750/net	Rp 750/net	Rp 750/net
Production A				
1	Flare	Rp 200/pcs	Rp 200/pcs	Rp 225/pcs
2	<i>Knot free</i>	Rp 300/pcs	Rp 300/pcs	Rp 325/pcs

From the table above, it can be seen that from 2019 to 2021 the price for production B per netting did not change, while for production A the price per pcs product did not change in 2019 and 2020. The type of flare was priced at Rp. 200 for one plate netting. While the Knot free type is priced at IDR 300 for one plate netting because it requires

special skills in cutting netting. Only in 2021, as of mid-May, MSME X raised the price per pcs by Rp. 25,. As for supervisors, wages are set based on all products made by employees and then multiplied by Rp. 50.

4.3 Employee productivity before and during the covid-19 pandemic.

- 1) The measurement of productivity can be measured by comparing current performance with historical performance which does not indicate whether this implementation is satisfactory, but only shows whether the quantity is decreasing or increasing and its level.
- 2) Based on observational data regarding the recap of the number of productions B and A per year. With the following details:
- 3) Total production of B per year

Table 6. of Total Production/Year

Types of products	Year		
	2018	2019	2020
Flare		146.294	307.376
<i>Knotfree</i>	0	51.424	104.180
Total	0	197.718	411.556

Source : UMKM X (2021)

From the table above, it can be seen that production B was held in 2019. In more detail, production in 2019 began in July. The following is a monthly recap of the amount of production B for 2019.

Table 7. Total Production B in 2019

Types of products	Year 2019						Total
	Juli	Agus	Sep	Okt	Nov	Des	
Flare	24.302	24.054	24.129	24.717	24.091	25.001	146.294
<i>Knotfree</i>	8.019	8.767	8.656	8.231	8.764	8.987	51.424
Total	32.321	32.821	32.785	32.948	32.855	33.988	197.718

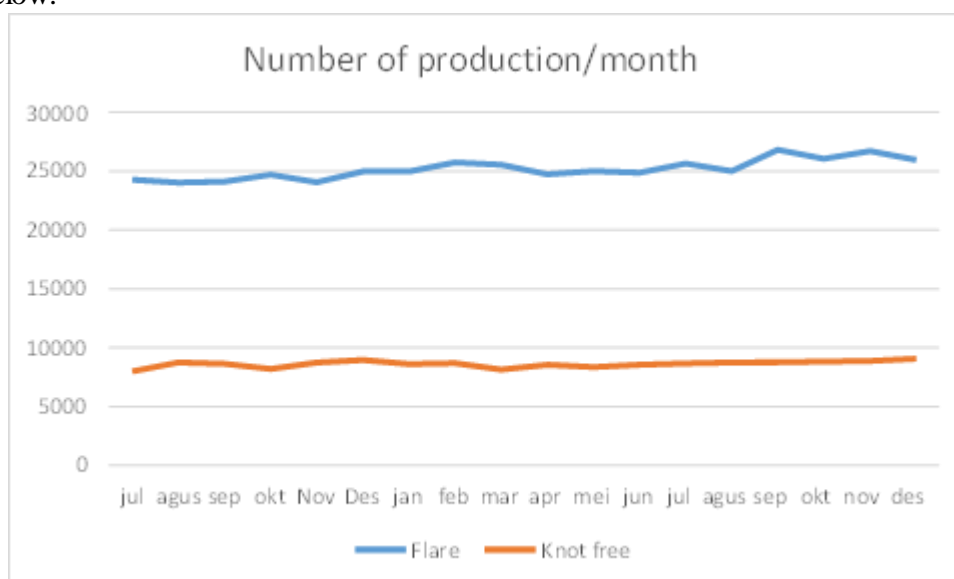
Source : UMKM X, 2021

Table 8. Total Production B in 2020

Types of products	Tahun 2020					
	January	February	March	April	May	June
Flare	24.989	25.765	25.564	24.765	25.042	24.892
<i>Knotfree</i>	8.621	8.713	8.180	8.591	8.401	8.576
Total	33610	34478	33744	33356	33443	33468
Types of products	July	Agust	Sept	Oct	Nov	Dec
Flare	25.673	25.042	26.834	26.090	26.731	25.989
<i>Knotfree</i>	8.679	8.768	8.801	8.850	8.906	9.094
Total	34.352	33.810	35.635	34.940	35.637	35.083

Source : X, 2021

When compared between 2019 and 2020, it can be seen that B production is relatively stable where there is no significant increase or decrease. For more details, see the chart below.



Source: MSME X developed by researchers, 2021

Figure 3. Graph Number of Production B

By looking at the comparison of the number of production per month, it can be said that the productivity of production B employees is stable. The results of the interview with supervisor B regarding the stability of production before and during the pandemic are as follows:

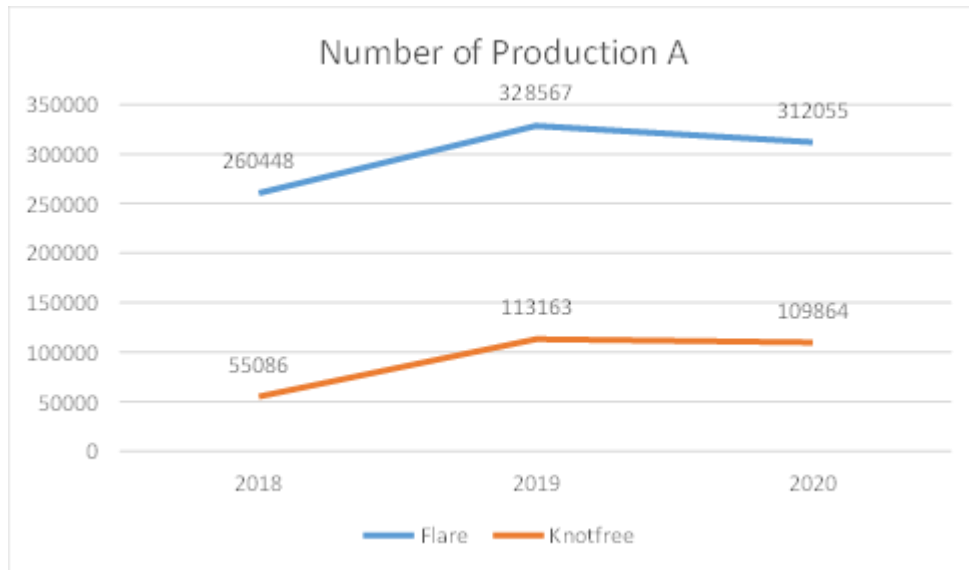
“As we know in Purbalingga itself, there are many B companies, so they are already experienced and their skills are also maximal if you say. So I'm used to working on B.”

4.4 Amount of production per year

Tabel 9. Amount of production per year

Type of Product	Year		
	2018	2019	2020
Flare	260.448	328.567	312.055
<i>Knot free</i>	55.086	113.163	109.864
Total	315.534	441.730	421.919

Source : X, 2021



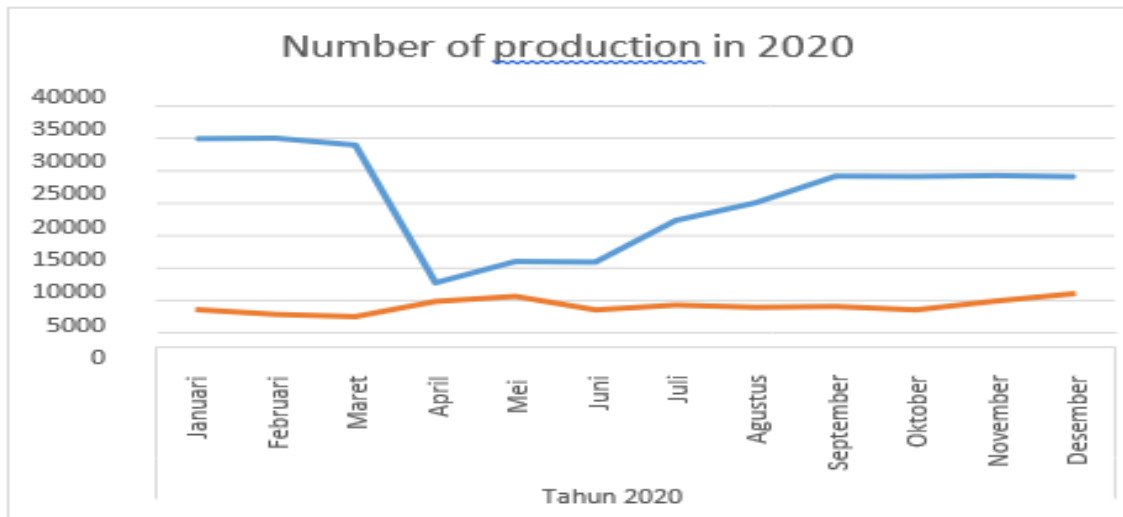
Source: MSME X, developed by researchers, 2021
Figure 4. Graph of the amount of production A per year

The table above shows the decline in production in 2020. More details on the decline in production in April 2020.

Table 10. A total production in 2020

Jenis Produk	Year 2020					
	Januari	Februari	Maret	April	Mei	Juni
Flare	34.785	34.856	33.832	12.841	16.098	15.998
<i>Knotfree</i>	8.574	7.834	7.476	9.861	10.657	8.567
Total	43.359	42.690	41.308	22.702	26.755	24.565
Jenis Produk	Juli	Agustus	Sep	Okt	Nov	Des
Flare	22.339	25.009	29.097	29.020	29.190	28.990
<i>Knotfree</i>	9.305	8.960	9.076	8.567	9.895	11.092
Total	31.644	33.969	38.173	37.587	39.085	40.082

Source: MSME X, developed by researchers, 2021



Source: X developed by researchers, 2021

Figure 5. Graph of the number of production A in 2020

The graph above proves that there was a decrease in the number of production at the beginning of the COVID-19 pandemic. The results of the interview obtained from supervisor A, the decrease occurred due to the delay in the supply of eyelash products and the confusion of employees in the application of working from home.

“The first decline was because the first was hampered by plate netting suppliers, the second was because employees were still confused about the implementation of working from home. So sometimes it should be deposited and take things instead of coming here”

V. Conclusion

The results of the research obtained can be concluded that there are differences in the work system of MSME X before and during the covid-19 pandemic. Before the pandemic, X implemented a normal work system for all employees. Meanwhile, during the COVID-19 pandemic, MSME X implemented a work from home system for production employees. Although there are differences in the work system for production employees, training is still carried out at a predetermined place, usually at the employee's home to reduce employee awkwardness.

Employee productivity from the findings that there is a decrease in production A employees, the factors that affect productivity are education, skills, family and work discipline. To increase employee productivity, MSME X applies several strategies, namely:

a. Work From Home System

This work from home system is related to the policy of implementing social distancing during the COVID-19 pandemic. Production employees work on assigned tasks independently at home with flexible working hours. Pelatihan Kerja berkelompok.

b. Job training is provided with the aim of providing opportunities for employees to develop skills and abilities in doing work. With on-the-job training can help employees to better understand what should be done and why it should be done.

c. Live Performance Appraisal

Performance appraisal is an evaluation of employee performance in understanding the tasks that have been given. Performance appraisal is important to do in order to measure how far the skills or abilities in doing a job. Performance appraisal indicators look at the quantity and quality of production.

d. Fulfillment of production needs

High employee productivity cannot just appear without being supported by the completeness of production needs. Production needs can be in the form of tools and materials needed in doing work. Complete production requirements will optimize production lead times.

The inhibiting and driving factors for increasing employee productivity in MSME X are education, employee skills, the environmental situation around employees, and work discipline.

References

- Fasa, Mochamad Amarta. (2020). Leadership Style, Employee Engagement, dan Kompensasi Untuk Meningkatkan Produktivitas Kerja Karyawan di Masa Pandemi Covid-19 Pada Grapari Telkomsel, Kota Malang. *Jurnal Riset Manajemen*, 109 - 122.
- Fibriany, Firstianty Wahyuhening. (2017). Peningkatan Produktivitas Melalui Pelatihan Karyawan Pada PT. Giordano Indonesia. *Jurnal Manajemen Informatika*, 2 Vol. XVII.
- Hamali, Arif Yusuf. (2018). *Pemahaman Manajemen Sumber Daya Manusia*. Yogyakarta: Center for Academic Publishing Service.
- Handayani, Desi. (2019). Skripsi Strategi Peningkatan Karyawan Pada PT Perkebunan Nusantara XIV (Pabrik Gula Takalar). Makasar: Universitas Muhammadiyah Makasar.
- Handoko, T. Hani. (2011). *Manajemen Personalia dan Sumberdaya Manusia*. Yogyakarta: Penerbit BPFE.
- Hanggreani, Dewi. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Lembaga Penerbit Fakultas Ekonomi Universitas Indonesia.
- Hasibuan, Malayu S.P. (2010). *Manajemen Sumber Daya Manusia; Edisi Revisi*. Jakarta: Bumi Aksara.
- Moleong, Lexy J. (2011). *Metode Penelitian Kualitatif (Edisi Revisi)*. Bandung: Remaja Rosda Karya.
- Mulyono, dkk. (2016). Analisis Strategi Peningkatan Produktivitas Kerja Karyawan melalui Peningkatann Kompetensi dan Mtivasi pada PT Kendi Arindo Lampung Indonesia. *Jurnal Manajemen*, 2 (7), 8 – 17.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Prabawa, I Made Adi; Supartha, I Wayan Gede. (2018). Meningkatkan Produktivitas Karyawan Melalui Pemberdayaan, Kerja Sama Tim Dan Pelatihan Di Perusahaan Jasa. *Jurnal Manajemen Unud*, 1 (7), 497- 524.
- Ravianto. (1998). *Produktivitas dan Manajemen*. Jakarta: Lembaga Sarana dan Poduktivitas.
- Salinding, Rony. (2011). *Analisis Pengaruh Pelatihan Terhadap Produktivitas Kerja*

- Karyawan Pada PT. Erajaya Swasembada Cabang Makassar. *Jurnal Manajemen*, 1 (VIII), 83 –106.
- Sedarmayanti. (2012). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 1, Page: 276-286.*
- Siagian, Sondang P. (2002). *Kiat Meningkatkan Produktivitas Kerja*. Jakarta: Rineka Cipta.
- Simamora, Henry. (2006). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN.
- Sinambela, Lijan Poltak. (2016). *Manajemen Sumber Daya Manusia: Membangun Tim Solid untuk meningkatkan Kinerja*. Jakarta : Bumi Aksara.
- Sinungan, M. (2003). *Produktivitas Apa dan Bagaimana*. Jakarta: Bumi Aksara
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sulistiyani, A.T. dan Rosidah. (2003). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Timpe, D.A. (2002). *Seri Manajemen Sumber Daya Manusia Produktivitas*. Cetakan Kelima. Jakarta: PT. Gramedia Pustaka Utama.
- Tsauri, Sofyan. (2014). *Manajemen Kinerja*. Jember: STAIN JEMBER PRESS
- Ukkas, Imran. (2017). Faktor – Faktor Yang Mempengaruhi Produktivitas Tenaga Kerja Industri Kecil Palopo. *Jurnal Manajemen Pendidikan Islam*, 2 (2), 187 - 198.
- Umar, Husein. 2002. *Metode Riset Bisnis*. Jakarta: PT Gramedia Pustaka Utama.
- Undang – Undang Nomor 13 tahun 2003 tentang Ketenagakerjaan.
- Undang – Undang Nomor 20 tahun 2008 tentang Usaha Mikro Kecil dan Menengah.
- Werdhiastutie, A. et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 2, Page: 747-752.*
- Widodo, S. E. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Yogyakarta: Pustaka Pelajar.