# Human Resources Performance Improvement Through Training During the Covid-19 Pandemic

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**Abstract**

For human resource management, making improvements to human resources is one of the essential factors to be able to improve and optimize company performance. This increase can then be carried out through the implementation of training, including during the Covid-19 pandemic. This research will then try to see how the performance of human resources can be improved through the implementation of training during the Covid-19 pandemic. This research will be carried out using a qualitative approach as the research method. The results of this study found that the implementation of training was crucial for improving human resources' performance even though there was a pandemic. In order to reduce the risk of a pandemic, it is necessary to change the training method for improving the performance of appropriate human resources, so that finally the training can carry out its role correctly in enhancing the performance of human resources, and protocols are still followed so that there is no spread of the Covid-19 virus in the future.

***Keywords:*** *Covid-19 Pandemic, Training, Human Resource Performance.*

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## A. INTRODUCTION

The phenomenon that occurred until now 2020 is a global pandemic. Since the end of 2019, the focus has been on a disease that is rumored to be very virulent and can take many lives. Corona Covid-19 stated that this is a virus that has become the center of public attention in the eyes of the world (Van Damme et al., 2020). Since it began, spread in Indonesia, more than a hundred thousand cases were spread, with thousands of people dying, and Hundreds were declared cured. Although there have been patients who have recovered from COVID-19, this is very important to note (Hikmawati & Setyabudi, 2021). The Government of the Republic of Indonesia (RI) has made a policy regarding the existence of COVID-19 as a form of prevention, namely by closing total access to social activities, including organizational activities. The closure of access to social activities is carried out because the coronavirus covid-19 can spread through transmission from person to person very quickly until it collapses (Rudianto et al., 2021).

Organizational problems during the Covid-19 period experienced a dilemma because when the Indonesian government decided on a policy to close social access completely, the organization also issued a policy to temporarily suspend organizational activities (Vanapalli et al., 2021). However, some organizations use an approach of still working remotely or known as working from home. The economic crisis occurred in the organization (Anderson & Kelliher, 2020).

Organizations must survive based on the phenomena and problems related to organizations during the covid-19 period. The organization made one of the efforts, namely organizing Human Resources training (Kankaew et al., 2021). Human Resources Training is a planned activity for Human Resources to develop and train knowledge and skills in improving the quality of human resources (HR) and improving organizational performance (Papa et al., 2018).

Human Resource is an organizational asset. Human Resources are humans who work in specific organizations. Human Resources in the current covid-19 era require training in improving the quality or performance of Human Resources (Ravina-Ripoll et al., 2021). Human Resources Performance is the level of quality achieved by Human Resources towards the acquisition of carrying out the duties and responsibilities they carry (Tambe et al., 2019).

Human Resources who are accustomed to working in the workplace really need an individual development activity to be able to work from home. They must quickly adapt to their new environment (Tavares et al., 2020). In this case, the role of training is needed for Human Resources to be more effective and efficient. Human Resources in the organization should be trained first so that the Human Resources will develop better (Lippi & Plebani, 2020).

## B. LITERATURE REVIEW

### 1. Covid-19

Corona Virus Disease (Covid-19) is a virus that can move quickly or spread from human to human. According to WHO, Covid-19 has become a global pandemic since 2020. Almost the whole world was shaken and caused concern in all sectors, such as economics, education, and politics (Ramesh et al., 2020).

Some of the coronavirus variants can cause mild infections in the upper and lower respiratory tract, while others can cause serious symptoms that can lead to respiratory failure. To date, various types of coronaviruses that can infect humans have been identified. The new-coronavirus SARS-Cov-2 belongs to the subfamily of the beta-coronavirus and shares 79.5% of the genetic sequence of SARS-CoV. SARS-Cov-2 infection can occur with fever, fatigue and dry cough, in severe cases, with pneumonia, acute respiratory syndrome, multi-organ failure including kidney and death (Perlin et al., 2022).

Considering the immunopathological aspect, about 80% of patients with SARS-CoV-2 infection have mild or no symptoms. However, in some cases patients may develop lymphopenia and interstitial pneumonia with high levels of proinflammatory cytokines (di Mauro et al., 2020).

### 2. Human Resources

Human Resources can also be called HR. Organizational human resources have an obligation to carry out the organization's survival. Human Resources or HR is the organization's driving force in carrying out corporate activities (Piwowar-Sulej, 2021). HR is an asset that must be maintained and cared for. Just like we take care of a

machine that can be damaged if it is not maintained correctly, human resources who are human must be treated better. HR is the main element of capital, technology, and money because everything is controlled by people. HR is actually related to productivity. HR has productivity, namely the ability of Human Resources in doing their work to get something (Mehta et al., 2020).

Hasibuan argues that human resources are a combination of the mind and body of humans (Ellyana & Ismail, 2020). Rivai & Sagala explain that HR or Human Resources is an essential element of the organization. Organizations can carry out their activities to achieve goals because of the input (Human Resources) and control or control (Meilani & Barry, 2021).

Human resource management, described by Sunyoto, is an activity that aims to generate, grow, encourage, and strive for performance in an organization. According to him, the efforts made to improve workers' performance in carrying out the work that is currently their obligations are carried out by training workers (Tarigan & Setiawan, 2020).

Meanwhile, Hasibuan describes human resource management as the arrangement of an official system that exists in an organization that aims to determine effectively and efficiently the application of one's talents in achieving the goals of the organization that there are several elements of human resources, namely potential, attitude and attitude, values, needs, and characteristics. All the aspects mentioned above are influenced by the surrounding environment (Kalangit et al., 2022).

**3. Training**

Training is every effort to improve the performance of workers in a particular job that is being their responsibility or a job that is related to their work. Another opinion of Desseler is that training is used as a learning tool to override knowledge and apply skills. Training can function as a trainer, coach, educate, and provision by Human Resources (Hughes, 2021). Simamora reveals that the purpose of the training is to equip, improve, and develop work competencies in order to increase productivity and welfare capabilities (Yusuf et al., 2020).

Based on some of the opinions above, it can be concluded that training is a procedure in developing employee/worker competencies and methods in the skills, abilities, and knowledge of employees/workers in carrying out the work that is their obligation to become more effective and efficient to achieve company goals.

**4. Human Resources Performance**

Performance is the behavior of how the target is achieved. Performance is a goal-oriented process to ensure that organizational functions are in place to maximize the productivity of Human Resources, teams, and ultimately, the organization. Sherman & Ghomes in Soelaiman "Job performance is the amount of successful role achievement" (Salamzadeh et al., 2019).

According to Maryoto, employee performance is the result of work over a certain period compared to various possibilities, for example standards,

targets/targets or criteria that have been mutually agreed upon. The indicators are: quality of work of employees, quantity of work of employees, and contribution to the organization (Lestariningsih et al., 2021).

According to Soelaiman in his book "Performance Management", giving an understanding of performance is something that is done and produced in the form of products or services, within a certain period and a certain size by a person or group of people through their skills, abilities, knowledge and experience. Then he also explained that employee performance is the level to which employees achieve job requirements (Ullah et al., 2021).

## C. METHOD

The approach that will be used in this research is a qualitative approach as a method. This study uses secondary data obtained from various previous studies or studies that are still related to this research. The data collected will be analyzed to reach the conclusions that are wanted.

## D. RESULT AND DISCUSSION

### 1. The Role of Training for Performance

Training is an activity that can affect the performance of Human Resources, which results in profits for the organization. This is in line with the research of Dermawan & Aseanty, and the results obtained prove that training has an influence on the performance of Human Resources. Good Human Resources performance can support profitability for the organization. Training can make Human Resources more knowledgeable because, in this case, they get new information received during training (Nocker & Sena, 2019).

Not only information obtained from training can also make Human Resources more critical, creative, and have additional skills (Fareri et al., 2020). This is following Simamora's theoretical study, in which training acts as a debriefing, quality improvement, and knowledge and skill development so that Human Resources can be productive and more prosperous (Suprihatin, 2021).

Thus, linearly the relationship "training" can positively impact, namely increasing the productivity of Human Resources in the organization. Companies benefit from on-the-job training, including:

a. Growing effectiveness in the method of making decisions and overcoming problems.
b. Updating knowledge and skills.
c. Increase productivity and work quality.
d. Create a working atmosphere for progress and communication.

The employees benefit from the training program, namely:

a. Stimulate and can achieve self-improvement and self-confidence.
b. Cultivate happiness in work and get recognition.
c. Provide training and momentum to be able to develop and have a view about the future.

d. Improve speaking, listening, and writing skills

**2. Training Design During the Covid-19 Pandemic**

Training must be planned and directed towards the goals that are expected to be achieved. During the covid-19 period, it is necessary to carry out design designs in conducting training. Muhyiddin argues that planning in building due to the impact of COVID-19 needs to be done steadily. The problem of covid-19 cannot be ignored, even if it is a small one. In building a country affected by COVID-19, it must be carefully planned so that the budget spent can also be suppressed due to the current state of the Covid-19 situation that is damaging the global economy (Toharudin et al., 2021).

The design of the COVID-19 training plan serves as an acceleration of development recovery due to the crisis of the emergency situation. The training has indicators that include; instructors, participants, materials, methods, and objectives.

Instructors, who must meet the criteria of having maturity related to qualifications and competencies, can encourage trainees to be more enthusiastic about undergoing the current COVID-19 procession and provide quick feedback that can lead to the element of truth.

Training participants should be given training according to the wishes of the participants themselves. This makes it easier for participants to follow the flexibility of the training carried out. It is hoped that participants will have a solid motivation to learn, and if the participants choose the appropriate training, the participants will quickly absorb the information.

Training materials, too, are essential. This is because the material presented must meet the needs of Human Resources or the trainees. During the Covid-19 period, the material used should be brief, direct, clear, and easy to practice. It is also essential to pay attention to the needs of the training participants considering the new culture that has an impact on Human Resources through social distancing during the COVID-19 period.

The old methods that were used before the Covid-19 pandemic could no longer be implemented with ebbas for training. So that companies will think about what training design should be used during a pandemic like this. There will definitely be some changes made by the company in carrying out training for its employees. If before the pandemic, the training could be done directly and face to face, and the participants who took part in the training were usually not small. However, during a pandemic like this, if the training is carried out face-to-face, it must apply the health protocols that are already in effect, namely by using 3M such as washing hands, wearing masks, and always maintaining a distance of about 1-2 meters, and participants who take part in the training will be restricted. This can also be done if the area where the training was held does not enter the red zone, and participants who will take part in the training must be tested first so that there is no indication of a virus in the environment.

Training can also be done using online media by utilizing existing facilities, such as:

a. E-learning
   E-learning is training using various new technologies such as web-based training and CD-ROM. E-learning refers to the use of network technology that is intended to design, deliver, select, manage, and expand learning using the internet that can be used anywhere and anytime as long as an internet connection is available.
b. Zoom Application
   Zoom is a video conferencing service using a network or internet access that is used to meet other people face to face where the person is in a different place from virtually, which is usually done using video or audio-only, and meetings can be recorded so that it can be viewed for later or shared with others (Baron, 2020).

The aim of the training should carefully fall on increasing the understanding of knowledge of information and possessing skills. The right training objectives will ensure the integrity of the desired and expected efficient, effective, and economic training.

Training designs can also use constructivist virtual learning as an alternative to digitalism training during the COVID-19 period. Virtual learning constructivism is a combination of constructivism theory which means increasing logical and conceptual development of participants. At the same time, virtual learning is digitization used during training or learning.

### 3. The Role of Training in Improving the Performance of Human Resources during the Covid-19 Pandemic

The new normal phase is centered on working with health protocols to avoid covid-19, starting with a change in the new style of HR activities when the global covid-19 pandemic emerged. Then adept pandemic is adaptation or adjustment for all elements, including human resources, to occur development and change to remain productive. HR must be able to add or upgrade themselves, and competence can be further improved by using digitalism during the current covid-19 situation.

The current conditions in Indonesia have seen the dynamics of the covid-19 pandemic. In HR, to continue organizational activities, organizations set digital policies as a way to keep the organization alive. Even though the new normal has been announced, digital cannot be separated in order to maintain health protocols and fight with covid-19. In the current era, digital should be familiar, but it is still necessary to develop and strengthen it so that it can be applied to all lines, including organizations.

Organizations whose goal is to make a profit are still running. The challenge of working during the Covid-19 condition is indeed very adrenaline. Human Resources feel distinctive work culture at this time. That is why Human Resources must be responsive in meeting organizational goals. In a linear line, the organization and Human Resources must go hand in hand following that line.

The way to answer work challenges in the Covid-19 period is to add knowledge and skills for the needs of individuals in carrying out organizational life.

## E. CONCLUSION

Changes and HR development need to be upgraded to achieve organizational activities and goals during the COVID-19 period are none other than productivity and profitability. Human Resource Training during the COVID-19 period is urgently needed to meet their needs because of new cultures such as digitalization. Human Resource Training by adding knowledge and insight, and skills can support or improve HR performance, and automatically during the Covid-19 period, organizational activities can still run according to sustainable activities.

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