Post-Pandemic Human Resource Management Strategy Through Work From Anywhere (WFA), Monitoring Employee Productivity and Skill Development

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Abstract. The emergence of the COVID-19 pandemic has dramatically changed the way we live and work. This has reset work trends resulting in HR leaders being forced to rethink employee and workforce planning. In addition, employees must learn how to change to new work systems such as online communication with clients and colleagues, teleworking, and facing technological challenges. The purpose of this study is to find out what strategies are carried out by leaders after the pandemic. This type of research is qualitative research by conducting observations, interviews, and literacy studies. The study's result are leaders dealing with the post-Covid-19 pandemic period can do 3 things, namely working from anywhere (WFA), monitoring employee productivity, and skill development.

Keywords: Human Research Management, Work From Anywhere, Monitoring Employee Productivity, Skill Development

1. Introduction

Since the beginning of 2020, Indonesia has begun to enter the beginning of the Covid-19 pandemic. The Covid-19 pandemic outbreak is not only a disaster in Indonesia but is part of a global disaster that has spread worldwide. With this condition, it not only causes a health crisis for the community, but also causes the impact of job losses and economic crises that occur in various regions of the world [1].

The loss of jobs can be caused by layoffs (Termination of Employment) and a drastic decline in the interest of certain businesses, be it businesses that produce goods and/or services. Various types of layoffs that usually occur in a job, one of which is mass layoffs. Mass layoffs occur because a company experiences economic incapacity which causes many losses to the company. The company's needs in dealing with the impact of Covid-19 are not only strengthening in maintaining the economy but there are policies from the government that must reduce interaction with many people. This does not only happen because of government policies but also from the psychology of workers in maintaining health. Various information received by the community about the rapid impact of Covid-19 disease has made a lot of community creativity to meet basic needs by making the products needed by handicraft or handmade. This has made various product businesses close due to bankruptcy. The loss of jobs is not only felt by street vendors but also agricultural businesses, food stalls, restaurants and service businesses. In the end, the loss of jobs has led to an economic crisis for individuals and countries. Economic activities that require physical contact are also hampered, resulting in many processes in the chain of economic activities are stopped. Small, medium and large industries suffer losses with the cessation of most work activities [2]. This incident requires a transformation of a new way of working, so that activities and processes in the economic chain continue to run well by minimizing physical contact [3].

Some alternative ways taken by the government and economic actors in Indonesia to overcome this problem are by using the concept of work from anywhere WFA, and especially work from home (WFH). With the forced switch to work from home (WFH) for employees, a new innovation emerged that supports, improves, and facilitates working remotely to run smoothly [4]. The implementation of work from home (WFH), which is required by the government to all people during Covid-19, has become a very surprising influence on society. Because usually a job that can only be done outside the home now everything must be done at home. With this shift in activities, the sophistication of technology is increasing, so very community must pay more attention and learn many things through technology in order to do all the work easily. So that with the increasingly sophisticated technology and the development of everyone's knowledge, this also has a considerable influence on economic activity itself.

In addition, the implementation of WFA (Work From Anywhere) after Covid-19 is certainly a concern for the government. Given the consequences of the implementation of WFH that occur in society and the increasingly sophisticated technology that increasingly forces people to further develop their skills, it has a very good impact. This is supported by some of the results of previous research that has been conducted on the interest between employers and employees in the implementation of the WFA that has grown where workers can or should be regulated in the future, so that it can have a good effect on some people [5]. For example, some countries have implemented the WFA (Work From Anywhere) system to overcome the problems experienced by employees related to their performance, such as in the context of the industrial revolution 4.0. Based on Annette Blokland's statement in 2018 listed in her journal Forbes that around 70 percent of the minennial generation who have thoughts that there is an interest in an institution or work organization that enforces WFA (Work From Anywhere) this is because it can be an advantage for them to do various jobs without having to work in just one place. In addition, the implementation of Work From Anywhere (WFA) can provide a lot of free time so that workers can gather with family, and friends who they rarely meet if they have to always work in one place [6].

We can examine more deeply that the function of WFA (Work From Anywhere) is a provision and implementation of the practice of an institution with different or possibly limited employees regarding when or where employees can complete their work with a time difference from the usual working hours. However, with the enactment of WFA (Work From Anywhere), it makes several different assessments of people, where some employers and employees want to return to work in the office this is because according to them doing work in one place makes it easier for them to interact with each other and monitor each job, but some people prefer to continue WFA (Work From Anywhere) because this has many advantages that they will get if they don't just do work in one place. Thus companies, especially leaders and HR will be forced to find ways to determine how to approach and establish post-Covid-19, so that it can be mutually beneficial for employers and employees whether by combining all office workers or remote work [7].

So with the problems described earlier, this is in accordance with the purpose of this study, which is to find out what strategies leaders carried out after the Covid-19 pandemic for employees. If leaders impose Work Form Anywhere (WFA) on employees, what strategies are used to monitor the progress of productivity and skill development of each employee.

2. Method

This research applied qualitative methods. Qualitative methods are research used to discuss and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and individuals. The variables analyzed in this study are human resource research management, working from anywhere (WFA), productivity monitoring and employee skill development. The data sources in this research are primary and secondary data. Primary data is the first time data collected by researchers through direct field data collection efforts or obtained from the first hand. So that in this study the primary data obtained from the results of interviews conducted with several employees and management who work in various agency places such as (PT Ebdesk Teknologi, Shopee, BPJS, PT Wallet, PT Kalapagi,

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junior high school and MA School Teacher dan PT Majoo Teknologi Indonesia) as many as 13 people both face-to-face and online which were conducted on February 07 to 09, 2023 and made observations at 1 agency such as PT Ebdesk Teknologi which was conducted on February 08, 2023. Meanwhile, secondary data is a variety of information that has existed previously and is deliberately collected by researchers used to complement research data needs. This secondary data is usually obtained through books, government publications, internal organizational records, reports, journals, and various sites related to the information being sought. So that the secondary data obtained in this study were obtained through literature studies in national and international journals, as well as several websites.

3. Results and Discussion

When the Covid-19 pandemic broke out in Indonesia, many institutions, both private and government agencies, changed their working patterns or culture from WFO (Work From Office) to WFH (Work From Home). The implementation of the WFH (Work From Home) work system is a new work that can be applied anywhere, with a system that was originally traditional to digital. This change in work patterns from traditional to digital encourages agencies to work anywhere WFA (Work From Anyware) [8]. The implementation of the Work From Anywhere work system can be used as a strategy for management after the Covid-19 pandemic, which can make it easier for employees to do some work anywhere. After the implementation of WFA by the agencies, the next task for management is to think of a strategy on how to monitor the development of productivity and skill development in their employees.

3.1   Human Resource Management Strategy for Work From Anywhere (WFA) on Employees
In relation to how the pandemic affects companies, HR managers must educate their employees about the challenges they need to face and encourage them to adapt to the rapid advancement of technology for worker resilience in the accelerated transition to the new digital economy [9]. In itself, employee preference is an important factor to consider for companies in planning the future of work. But beyond these preferences, one of the main concerns for companies is the question of how employee performance can change when working from anywhere (WFA)..

. Based on the results of interviews with several leaders and employees in several agencies such as (PT Ebdesk Teknologi, Shopee, BPJS, PT Wallet, PT Kalapagi, junior high school and MA School Teacher and PT Majoo Teknologi Indonesia) as many as 13 people regarding the implementation of work anywhere (WFA) for employees have results in accordance with table 3.1.

Table 3.1. Total Interest in Enactment
Work From Anywhere (WFA)

Description	Quantity
Source	13
Interest in enforcing WFA	8
No Interest in the Implementation of WFA	5

According to the results of interviews with several leaders and employees in several agencies such as regarding the implementation of work anywhere (WFA) for employees has very good advantages or benefits such as the assessment of interest in the implementation of WFA at PT Ebdesk Teknologi, Shopee, BPJS, PT Kalapagi, and PT Majoo Teknologi Indonesia, where as many as 8 people strongly agree with the implementation of work from anywhere (WFA) for employees this is because it can provide a new atmosphere in doing a job without having to always be in the workplace. reduce stress levels at work, can minimize financial expenses, can have plenty of time to meet family and can do various jobs at one time, and can train and improve self-development both in terms of skills and productivity at work by participating in several activities outside the workplace, reduce stress levels at

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work, can minimize financial expenses, can have plenty of time to meet with family and can do various jobs at one time, and can train and improve self-development both in terms of skills and productivity at work by participating in several activities outside or online.

In addition, there are several agencies that are not interested in the implementation of work from anywhere (WFA) such as PT Wallet, junior high school and MA School Teacher where according to the results of interviews there are 5 people who disagree with the implementation of WFA because according to them by doing a job in one place or one work environment only this can make it easier and faster to complete the job. Besides this, it can make it easier for the leadership to monitor every employee's development.

But it cannot be denied that there are some people who also feel difficulties when implementing wrok from anywhere (WFA), for example, such as if you have to have a discussion suddenly and there are several coworkers not in one place, then one of the teams must immediately contact these coworkers so that it still takes a lot of time to wait for some of these coworkers to be able to join as a whole. But this is not one of the biggest problems for some people, because the problem can still be overcome in various ways. For example, if there are coworkers who have other activities outside and cannot be left behind, they can use telephone or videocall or do not have to wait for other coworkers and can use coworkers who are already present in the discussion room. Another problem faced by management during the implementation of work from anywhere (WFA) and work from home (WFO) is the difficulty of monitoring the work level of each employee. Therefore, according to the results of observations at PT Ebdesk Teknologi, to overcome this, usually the management makes ways such as making new rules for each employee who does his job outside the workplace or office such as making employee work task control procedures (types of tasks performed, separation of tasks, and collection of tasks), designing financial reports, planning and using several documents, and monitoring the presence of workers (absenteeism) either while at work or online (zoom meeting).

This is in line with the results of previous research on the influence factors of Work From Home (WFH) and Work From Anywhere (WFA) for post-Covid-19 employees. Which can provide positive results on employee development, and can make it easier for employees to do various kinds of work and reduce stress levels in order to increase the productivity and creativity of the employees themselves. But this cannot be denied there are some difficulties that must be faced by employees and leaders [10]. So that with the implementation of Work From Home (WFH) and Work From Anywhere (WFA) for workers which results in increasing sophistication in the use of technology, this can have a good impact on each worker to further improve their abilities, especially in the use of technology.

3.2   Human Resource Management Strategies for Monitoring Employee Productivity

The company is interested in increasing the value of the company in the future by showing the output or productivity of the company supported by human resource input factors. Therefore, human resources as one of the main factors for companies that need to be managed and developed to increase their productivity [11]. Productivity is a performance measure that includes efficiency and effectiveness. High-performing and effective organizations have a culture to encourage employee involvement in decision making, goal setting or problem solving activities, which then results in higher employee work [12].

Based on the results of interviews and observations of PT Ebdesk Teknologi and several sources regarding human resource management strategies to monitor the development of employee productivity while working anywhere (WFA) have almost the same assessment, namely by looking at how employees can work on report results in accordance with the provisions and duration of completion, work on tasks according to their main priorities, establish communication with superiors and coworkers and seek work-related information so that it can be used as a consideration in deciding a target that suits the needs of the company, and how the employee looks for ways or solutions to overcome a problem that occurs. All of these assessments can be done by conducting discussions directly in the workplace, or when conducting discussions through meeting applications, can be

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assessed when interacting through chat media. Can be done by making a personal assessment list of the work of each employee, which later, when you have finished filling in the assessment list sheet, can be given to management or leadership. In addition, during WFA work at PT Ebdesk Teknologi, some digital companies will see employee work results from websites or social media where employees will upload work assignments there. This was done by the management of PT Ebdesk Teknologi in order to make it easier to monitor every development in employee productivity.

3.3   Human Resource Management Strategies for Monitoring Employee Skills Development

Human resources are an important component of individual progress and organizational competitive advantage. The more valuable employees are to the organization in the development of knowledge, skills, and abilities can provide great and considerable economic value. C-suite executives and human resource (HR) professionals emphasize that developing the necessary skills in the next generation of leaders is a key human resource challenge for organizations operating in the global knowledge-based economy [13].

Based on the results of interviews regarding management strategies to monitor employee skill development while working anywhere (WFA), how to monitor is almost the same as the assessment of employee productivity previously described [how to see how employees can work on report results in accordance with the provisions and duration of completion, work on tasks according to their main priorities, establish communication with superiors and coworkers and seek work-related information so that it can be used as a consideration in deciding a target that suits the needs of the company, and how the employee looks for ways or solutions to overcome a problem that occurs. All of these assessments can be done by conducting discussions directly in the workplace, or when conducting discussions through meeting applications, can be assessed when interacting through chat media. Can be done by making a personal assessment list of the work of each employee, which later if you have finished filling in the assessment list sheet can be given to management or leadership]. In addition, it can also be seen from the results of working on tasks in the latest way or different from the previous way, a way that is more attractive in appearance and easy to understand for leaders when looking at the results of their work.

As for improving the skills of workers, the management always tries to hold a training event or workshop, and give a bonus for outstanding achievements, as a way to improve skills for all employees. The company's way to improve employee skills is to provide free training opportunities for employees in certain fields such as informatics engineering courses where employees will improve skills in the field of technology in the company. The existence of skills improvement that follows the times will motivate employees to be eager to add creative ideas. In addition to providing training, bonuses and encouraging sentences, providing adequate and supportive facilities according to employee needs at work will improve employee skills. Employees will explore skills that continue to develop following the times with the facilities that support this will have a very good impact on the progress of the company. The need for comparative studies will make employee introspection material from the results done during work. Comparative studies aim to increase employee knowledge by exchanging ideas or analyzing or evaluating existing work methods or standards. The existence of a comparative study program requires employee skills in evaluating very well.

4.   Conclusion

With the implementation of work from anywhere (WFA) for employees in the post Covid-19 era, it has a huge impact on both leaders and employees. The positive impact obtained for some employees themselves where work can manage office work and other work easily, besides that it can reduce employee stress levels, and can train and improve employee skills in carrying out their duties so as to produce better employee productivity.

But on the other hand, management finds it difficult to monitor the level of work (productivity and skills) of each worker. So that leaders and management need to prepare several ways such as making new rules for every worker who does work outside the workplace or office, create several task designs, and check the attendance of each worker either offline or online. In addition to improving the skills of

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the employees themselves, the agency can do this by providing facilities that support the improvement of employee skills, holding a training event or workshop that can train employee skills to be able to carry out each task or be able to overcome an upcoming problem.

The conclusion from this statement is that leaders in dealing with the post-Covid-19 pandemic period can do 3 things, namely working from anywhere (WFA) or remote working from anywhere (WFA) or remote working, monitoring employee productivity, and developing skills.

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