

The Role of Human Resources Management in Improving the Performance of Educators in Higher Education During the Covid-19 Pandemic

Suharyanto

Department of Management, Faculty of Economics and Business, Universitas PGRI Adi Buana Surabaya

Email: suhariyanto@unipasby.ac.id

Abstract— This study aims to describe the role of human resources management in improving the performance of educators in higher education during the Covid-19 pandemic. This study used the content analysis method. Content analysis is the technique that can be used by the researcher to study human behaviours indirectly through analysing their means of communication, such as textbooks, essays, newspapers, novels, magazine articles, songs, advertising images, and all types of communication that can be analysed. Based on the conducted study, it can be concluded: (1) college leaderships has strategic roles in developing human resources, (2) human resources empowerments contribute positively and significantly to the balance of homework and performance of employees during the Covid-19 pandemic, (3) educators are given with job autonomy that allows them to complete their work with their own methods so the outcome would be more effective, (4) leadership characteristics of human resources empowerment often involve employees in setting goals while give trust to educators to provide optimal performance, (5) in adopting the employee performance improvement of the Ministry of Finance, six measures need to be applied to assess the key performance indicators of educators in higher education, namely: (a) know the performance contract, (b) make worksheets regarding the calculation of realization, (c) make list of priorities, (d) establish communication with supervisors and work partners, (e) monitor the work progress, and (f) make points 1 to 5 into a culture. According to the research conclusion, it is recommended that: (1) future studies are expected to examine the mediation role or moderator in testing the effect of leadership roles on the balance of homework for educators in higher education, (2) support WFH in addition to infrastructure improvements in colleges, educators need to be improved on their digital literacy by involving them in IT-based trainings.

Keywords— human resources management, performance, educators, higher education.

INTRODUCTION

The absolutism of changes in the perspective of human life is a cycle, and will continue as long as histories keep being illustrated and proved by humans who constantly experience changes. Dimensions of change, thereby, are the universal law that cannot be denied, which is not only applicable for humans but also for the universe and everything within (Subandowo, 2017).

Such changes occur throughout generations, or commonly called as “regeneration”, which is like waves that gently challenge the transformation of era and is a transitional event of human civilization. From the regeneration process or the formation of a new generation, the future generation of a society and how life burdens in the future are weighted on the shoulder of the current generation, can be seen. The formation of the new generation will give birth to the ideal generation, i.e., the new generation that is suitable with the dreams or wills of the era.

In that order, Indonesian education is faced against transformation dynamics of strategic environment that are different with the interest, while highly turbulence, therefore, priority options of Indonesian education goals and efforts to achieve them have to be done selectively.

Not all pressures/interests of strategic environment are accommodated due to their incongruity with values developed in the education sector, in addition to the limited available resources. This is the essence of the works in the political sector of national education in building complete human qualities, for all Indonesian people, which is generally to educate the life of the nation in order to build an independent, sovereign, and dignified Indonesia (PH, 2014).

The development of higher education in Indonesia in the recent decade has grown significantly. In the official website of the Directorate General of Higher Education, the number of universities in Indonesia has reached 4,259 units with details as follows: 1,097 academic units, 228 polytechnic units, 2,303 academies, 122 institutes, and 509 universities. These institutes are spread across the Indonesian regions. Although the highest number is still in Java Island that reached 1,708 units. The number of Universities in Indonesia reached 4,388 units. This number is higher compared to the universities in Europe. More than 50 percent of them are private universities. This number accommodates around seven million students and 250 thousand lecturers.

The number of universities shows how massive of higher education in Indonesia. However, this number still has a large disparity because of the obscurity of the different of missions among the existing universities, whether they are research universities, comprehensive universities, or institutions focused on teaching, such as polytechnics or academies. Therefore, the role of universities as the economic development becomes obscure. Although, it has to be admitted that lots of top universities in Indonesia are globally-accredited. This condition indicates that despite the enormous disparity of quality based on the number, there are some that are at the top, both private or state-owned.

There are lots of universities that have been competent with their research outcomes and innovations that eventually can stimulate the economy. This matter alone is insufficient to drive the development of national economy. Higher Education Institutes in Indonesia have to manifest the mission differentiation. Some policies can be develop through this concept to reform the system of Higher Education and research. For instance, some countries like India, Thailand, and Malaysia, have categorized higher education institutes according to the carried out mission. Such as the mission of research university or the institution of national of comprehensive university.

The development of Higher Education in Indonesia is evidently has been supported by the active participation of private universities in which the number is higher compared to the number of state universities. The number of universities has increased rapidly in Indonesia. This increased growth was started since 2005. In 2005, there were 2,408 educational institutions recorded in Indonesia. This number has doubled in the period of a decade. Until March 2017, the number of higher education institutes reached 4,264 in all over Indonesia. Of this number, about 97% or around 4,100 higher education institutes are managed by the private sector.

The existent of higher education institutes has provided a quite significant contribution to the development of Indonesia. Some big politicians and statesmen such as the First President of RI (the founding father), some state officials, renown entrepreneurs, and scientists have been produced by higher education institutes in Indonesia. Some other higher education institutes are institutes that have been actively participating in the development of technology and science through the Tri Darma activities of Higher education institutes (teaching, research, and community service). Research results of their academic staffs have been published through scientific journals

and disseminated through seminars, workshops, and media publications.

In the globalization era, every person is demanded to be capable of overcoming various complex issues as the cause effect of global transformation. According to Marquardt & Gruss (2002), entering 21st century, there are four trends of change that will affect life patterns, namely (1) changes of environments of economic, social, knowledge, and technology, (2) changes in work environment, (3) changes in customer expectation, and (4) changes of hope of workers. On global order, all human beings in the world are faced with challenges that come from global growth as the result of the rapid growth of science and technology. Tucker (2005) identified ten challenges in the 21st century, namely (1) swiftness, (2) comfort, (3) generational wave, (4) option, (5) variety of lifestyle, (6) competition of prices, (7) added value, (8) customer service, (9) technology as the mainstay, and (10) quality assurance.

Entering the new era in the 21st century, the higher education system in Indonesia has to be manifested in such a way with the following characteristics: (1) related to student's needs, national priorities and economic development, (2) effectively structured, thus, providing opportunities to all citizens to develop their own potentials throughout their lives and contributing to the people, nation, and state, (3) supported by sufficient funding, allowing innovations and the achievement of superiority, (4) conducting studies that can support national developments, (5) having the access in the development and implementation of technology, and (6) contributing as the moral strength in manifesting democratic civilized society. Therefore, higher education institutes must have a complete and comprehensive institutional credibility. This system must have a high accountability towards people, showing operational efficiencies, producing quality graduates, having internal management that is transparent and meeting the standard.

The development of human resources currently becomes a serious concern of the government. In the scope of higher education, the Directorate General of Resources of Science, Technology, and Higher Education of the Ministry of Research Technology and Higher Education, have conducted various measures, both for improving qualifications of education or competencies for lecturers, researchers, engineers, and educators or staffs in higher education institutes. Diverse schemes of scholarships and trainings are held to embody superior Indonesian human resources.

Human resources is one of the crucial factors for organizations (Aslam, 2020). If the performance of human resources is increasing, this will improve the efficiency, effectiveness, or quality to complement each task given to the work of organizations (Dessler, 2015). The role of human resources in determining the success of organizations can not just be ignored. According to Smith et al. (2016) human resources is the superiority source of competitiveness that can face various challenges. This matter is also supported by Moscatto et al. (2013), which states that human resources holds the important role and determines the success of a company.

As an effort to improve the revitalization framework of the strategy of an organization or company, human resources is one of the most strategic and fundamental factors in an organization. If compared to other factors, human resources is the most priceless and significant asset for a healthy operation of all other resources of an organization. Thus, if human resources are satisfied in terms of their work, all productivity will increase (Maimako & Bambale, 2016). Therefore, in supporting the use of human resources to create competitive advantages, every employee has to own skills or competencies in handling any works.

Productivity is a mental attitude which embraces the principle that today must be better than yesterday, and tomorrow must be better than today. Every company always wants their employees to be capable of generating high productivity. To achieve high productivity, a company's leader must consider the spirit at work and work discipline. Work productivity is affected by several factors, either those related to the workforces themselves or those related to other aspects, such as age, temperament, individual's physical condition, fatigue, work motivation, physical conditions like voice, lighting, break time, work hours, wage, form of organization, social environment, and family (Mulyadi, et.al., 2020).

According to Cascio, et.al. (2020), work productivity is the measurement of outputs, i.e., goods or services in their relation to inputs, i.e., employees, capitals, materials or raw materials, and equipment.

Manpower requires maintenance and specific development, because other production factors would mean nothing without the manpower, thus, occupational health efforts are needed that protect workers to live healthy and free from health disorders and bad impacts that being caused, in accordance with the Law of RI No.36/2009 concerning Health (RI, 2009).

One of the symptoms of health disorder occurs on workers as a result of working is fatigue. Work fatigue is an issue that often found on workers. Work fatigue is a crucial matter that needs to be managed properly because it may cause various issues, such as the loss of efficiency in working, decreased productivity, work capacity, health capacity and body endurance capacity, which cause work accidents. Fatigue is also the main cause of work accidents and may affect productivity (Verawaty, et.al., 2017)

Various elaborations regarding work productivity in developments, such as Human Development Index (HDI), have yet to present satisfying indicators. This condition elucidates the indicator of national work productivity in Indonesia in which the productivity is very concerning. Therefore, efforts to improve work productivity are no longer negotiable, so the rank of Indonesia's national productivity can be rated better than the previous years (Rejeki et al., 2019). In association with problems mentioned above, this study aims to study the role of human resources management in improving the performance of educators in higher education during the Covid-19 pandemic.

LITERATURE REVIEW

The Era of Covid-19 Pandemic

The massive spread of Covid-19 virus in many countries has forced us to see the reality that the world is changing. We can see the changes in the sectors of technology, economic, politic, and education amidst the crisis due to the Covid-19. Such changes urge us to be prepared, responding with attitudes and actions while learning new things. Indonesia is not alone in finding solutions of students to keep studying and having their educational rights fulfilled. Until April 1st 2020, UNESCO recorded at least 1.5 billion of school-age children affected by the Covid-19 in 188 countries, 60 million of them are in our country.

All affected countries have attempted to create their best policies in maintaining the continuity of educational services. Indonesia also faces some real challenges in which the solution must be found immediately: (1) technological gap between schools in big cities and rural areas, (2) limited competencies of educators in using learning applications, (3) limited resources to use educational technologies, such as internet and data package, (4) the non-integral relation of educators-students-parents in online learning (Puspitorini, 2020).

Although the education in Indonesia is also getting affected by the Covid-19 pandemic, however, behind all of it, there are wisdom and lesson to take. The government took a policy to implement the long-

distance learning by doing it online, this measure may provide a benefit, namely improving the awareness to master the current technological advances and overcoming the issues of education process in Indonesia. In the end, it must be understood that staying temporarily your own homes until the condition gets better with awareness and patience becomes the most effective measure. People in the young age, namely students, workers, or others, become one of the crucial factors in breaking the spread chain of the Covid-19 virus. While waiting for the situation to develop and the policy updates of the government, it would be better if we as the young age, to participate in helping all parties with the stay at home and social distancing movement. Be convinced that this situation will pass if we are aware, united, and understand about the action we do. Indonesia will win against the Covid-19.

Academic cultures can not be changed all at once. A set values, attitudes, and habits as the main elements of academic culture require systematic stages that encompass the aspects of policy, facility-infrastructure, and technical skill. The Work from Home (WFH) and study from home policy was issued in 2020, exactly on March 2nd 2020, in which Indonesian people entered the unpredictable zone caused by the Corona Virus Pandemic (Covid-19). This condition is motivated by the announcement issued by the World Health Organization (WHO) that Covid-19 is a global pandemic. The government responded to the announcement by issuing the Circular of the Minister of State Apparatus Empowerment and Bureaucratic Reform No.19/2020 concerning the Adjustment of the Work System of State Civil Apparatus in the Prevention Measure of the Spread of Covid-19 in the Environment of Governmental Institutions, which reads that all governmental institutions have to work from home (WFH). This measure is conducted to break the spread of Covid-19 in the area of the Unitary State of the Republic of Indonesia (NKRI) (Nursobah et al., 2020)

Human Resources Management

Human resources is one of the crucial components in which the quality has to be driven forward to improve employee's performance. Many factors affecting employee's performance, such as wage, compensation system, work physical condition, technical aspects of work, and other related economic aspects. On the other side, these factors can be felt, such as motivation, stress level and job satisfaction (Philipus, 2009).

Human resources is the key to achieve competitive advantages of an organization. This shows that of all various wealth owned by a company, human resources is crucial compared to other assets owned by the

company. The existence of human resources is the center of all company activities, running the business, controlling and evaluating even bringing the company to the peak of its success.

The investment of human resources may only occur if individually, such resources have the qualification of skills that are relevant with the needs of the related organization and have the desire to develop themselves creatively. The investment of human resources is the most important thing an organization can do with the final goal of having workforces in which the number and quality of work, work discipline, loyalty, dedication, efficiency, work effectiveness, and work productiveness, can fulfill the needs of an organization for the current and future era. Consciously, organizations have place themselves at the top of a very tough competition with their rivals, because they have employees capable of doing all works professionally, having a high work outcome (best performance), and their skill can easily bring their companies to the top of the success (achievement), and in other words, capable of being ahead of the competitors (good competency to be market leader).

Meanwhile, Edy Sutrisno (2012) expresses more specifically that human resources management is activities of planning, procuring, developing, maintaining, and using human resources for good purposes, individually and organizationally.

Improving the Performance of Educators in Higher Education

The Directorate General of Resources of Science, Technology, and Higher Education, Ali Ghuftron Mukti explains that presently, educators have yet to receive the necessary amount of attention. In addition, the data that encompass the numbers, qualifications, even competencies of educators are still minimum. According to Directorate General Ghuftron, there are few leaders of higher education institutes who realize the strategic roles of educators for the progress of a higher education institute. Therefore, according to Ali Ghuftron, new breakthroughs are needed in developing the quality improvement program for educators. The Ministry of Research Technology and Higher Education could create bait programs that may ignite the attention of higher education leaders to compete in improving qualifications and competencies of educators in their institutions.

Meanwhile, according to the leaders of higher education participated in filling the questionnaire, 29.16% agreed if educators are given with the opportunity of being assigned to study abroad. About 10.42% argued that

studying in the country is enough for educators, while 37.5% agreed that if educators are being assigned to study in and outside the country. Documents and laboratory facilities of a university are affected by the quality of the educators. In Malaysia, educators are highly strategic workforces to drive the higher education institutes in the country to be ranked in the world top 200.

METHOD

Qualitative studies are influenced by the naturalistic-interpretative paradigm (Cresswell, et al., 2003), in which researchers try to construct reality and understand its meanings, therefore, this study highly considers the process, event, and authenticity. This study used the content analysis method. Fraenkel & Wallen (2006) state that content analysis is a technique that can be used for researchers to study human behaviors indirectly by analyzing their means of communication, such as textbooks, essays, newspapers, novels, magazine articles, songs, advertising images, and all types of communication that can be analyzed.

There are five basic principles in content analysis, namely (1) the process of following rules. Every step is conducted based on the rules and procedures arranged explicitly, (2) content analysis is a systematic process. This is in the context of creating categories, therefore, excluding and including categories are conducted based on principled rules, (3) content analysis is a process directed towards generalization, (4) content analysis challenges manifested contents. Thus, if researchers about to draw a conclusion, it has to be based on the content of a manifested document, (5) content analysis can be analyzed quantitatively, but can also be done through qualitative analyses (Lincoln & Guba, 1985)

Steps or procedures of the content analysis are also elucidated by Fraenkel & Wallen (2006) mentioned as follows: (1) the researcher decides a specific goal to accomplish, (2) define important terminologies that have to be explained in details, (3) specifying the unit to be analyzed, (4) finding relevant data, (5) building a rationality or conceptual relation to explain how a datum is related to the goal, (6) planning the sample collection, (7) formulating the category's coding. After the researcher finds the aspects of the content to be studied as detailed as possible, he needs to formulate relevant categories to be studied.

RESEARCH RESULT AND DISCUSSION

The Role of Management in the Empowerment of Educators

The outbreak of Covid-19 pandemic affects all sectors, including education. Universities—as the institution of

higher education—are also affected. The learning policy changes, which in the beginning was face to face, has been replaced with online learning. By this policy, teaching and learning activities which in the beginning was conducted face to face, has been changed to study from home. Besides students who study from home, the same policy is also applied to educators and education staffs. Not only educators (lecturers) who have to work from home, education staffs (employees and laboratorians) also work from home (WFH).

In such a critical condition, leaders have to be extra, for instance, giving more detailed explanations related to work demands and standards of performance during the time educators work from home (WFH) (Nursobah et al., 2020). Therefore, crisis leadership competency is required in facing the current condition.

Aamodt (2016) states that organizational productivity is affected by the leadership within an organization. Therefore, organizations should know the type of leadership that is applicable at present. Manz & Sims Jr (2010) consider the empowering leadership as “Super Leadership”, which means that individuals lead themselves. The terminology “Super Leadership” can also be called guided participation, in which a leader will help his subordinates in taking their own decisions regarding their works (Amundsen & Martinsen, 2014). In addition, empowering leadership can help the improvement of the self-esteem of subordinates regarding their work, further, the presence of empowering leadership can help subordinates to find the meaning of work for themselves (Amundsen & Martinsen, 2014). Wisittigars & Siengthai (2019) explain that there is only a few studies that have discussed about characteristics of crisis leadership, especially the crisis caused by natural disaster. Characteristics of crisis leadership described by Wisittigars & Siengthai (2019) encompass sense of urgency, emotional intelligence, problem solving skill, and communication. There are some similarities between crisis leadership characteristics and the characteristics of empowering leadership, including providing delegation, inspiring, giving moral support as well as guiding subordinates (Amundsen & Martinsen, 2014).

Ahearne et al. (2005) elaborate further about empowering leadership which has some characteristics that are congruent with the current crisis, including enhancing the meaningfulness of work, fostering participation in decision making, expressing confidence in high performance, and providing autonomy from bureaucratic constraints). The performance is defined by Borman & Motowildo (1993) in Viswesvaran & Ones

(2000) as the individual proficiency in doing activities that are considered as the part of their job, such activities contribute to the technical core of an organization, both directly (implementing technological process) or indirectly (providing required materials or services). Koopmans et al. (2014) explain that there are three types of subordinate performance, namely task performance, contextual performance, and counterproductive work behavior. Sharma & Kirkman (2015) and Lee et al. (2018) argue that the lack of relationship strength of employee performance is caused by contextual factors that play important roles in determining performance result. Employee's performance result will represent organization's performance. During the work from home period due to the current pandemic, it is crucial for organizations to ensure that their employees still provide good performance, therefore, organizations can survive through this difficult time together with all of their employees. Empowering leadership has various supporting characteristics during a crisis that are expected to have impacts on the performance and balance of employee's homework.

Characteristics of empowering leadership encompass delegating duty and authority, providing work autonomy, training, and important information to subordinates (Zhang & Bartol, 2010, Sharma & Kirkman, 2015; Kim et al., 2018). The delegation of duties given by a leader will produce creative employees, in addition, subordinates will have self-esteem to take decisions regarding their work, because they have the support of their leader (Ahearne et al., 2005; Amundsen & Martinsen, 2014). Empowering leadership is relevant to be applied during the work from home because there is a delegation of duty and provision of crucial information from the leader to the subordinates. Through the delegation of duty and provision of crucial information, a leader believes and provides trust to his subordinates if they can give good performance. On the other side, subordinates perceive that they are given more trust by their leader, so they have the desire to show their best performance.

Human Resources Management

Human resources is one of the crucial components in which the quality has to be driven forward to improve employee's performance. Many factors affecting employee's performance, such as wage, compensation system, work physical condition, technical aspects of work, and other related economic aspects. On the other side, these factors can be felt, such as motivation, stress level and job satisfaction (Handoko, 2011).

In reality, effectiveness and productivity of an organization are highly affected by employee's

performance, by contrast, according to Nitisusastro (2009), employee's performance cause decreased work spirit and passion. This disturbs the effectiveness of a company as one of the forms of organization.

According to Dessler (2015), employee's performance is also embodied in the high absence level of employees, decreasing the work productivity of employees, decreased work passion, high level of damage, frequent occurrence of demands, even sabotaging the organization.

Studies regarding human resources management provide a full and practical introduction regarding concepts and techniques of human resources, with the focus on the application method of such techniques to improve performance, productivity, and profitability at work. Not only the leader of human resources, all leaders require a strong basis in concepts and techniques of human resources management to do their job effectively.

In that order, this study will find the accentuation on practical materials required to perform daily managerial responsibilities despite never been a human resources management before. This study was focused on performance, productivity, and profitability due to two reasons. Therefore, institutions have to be competitive, and eventually, competitiveness requires better performance, productivity, and profitability (Dessler, 2015).

Improving the Performance of Educators in Higher Education

Various problems that are being faced force higher education institutes to find swift, accurate, and proper solutions. Especially problems associated with human resources in an institution. It is undeniable that workforce is the vein, the most important element required by higher education institutes. The biggest threat on economic stability is workforces that are unprepared to face challenges or transformations that occur around them. In a more specific way, the Minister of Manpower, M. Hanif Dhakiri, also suggested that on August 17th 2019, as the 74th Independence Day of Indonesia. However, unfortunately, Indonesia has yet to be independent from unemployment and poverty (CNCB, 2019).

Meanwhile, the faced by higher education institutes—both state-owned or private—is improving performance, especially the performance of educators during the Covid-19 pandemic. Therefore, educators do not fully present at campus because their spend half of their time working from home (WFH). To maintain the

consistency of performance as similar to the work at the campus, the role of the leader in higher education institutes is highly supportive in giving contributions to the improvement of employee's performance (educators).

Leaders or employees in task pattern and supervision are the determinant in achieving a company's goal, in other words, the productivity of an organization is defined by the performance of employees the organization has. Therefore, it can be said that all actions taken in every activity are initiated and determined by humans as the member of an organization (Siagian, 2018).

Employee's performance is the qualitative and quantitative work outcome achieved by an employee in doing his job in accordance with the responsibility given towards him (Mangkunegara, 2011). Performance is also defined as the work outcome of an employee seen from the aspects of quality, quantity, work hours, and cooperation to achieve pre-determined goals by an organization (Sutrisno, 2016).

Performance is the work outcome that is strongly associated with strategic goals of an organization, customer satisfaction, and providing contributions to the economy (Kotler & Armstrong, 2018). Performance is about doing the work and the result accomplished from the work. Performance is about what is worked on and how to do such a work.

The participation of employees in the process of organizational activities will improve the awareness of employees regarding their duties and responsibilities burdened on them. Through participation, employees know exactly about what has to be done related to the achievement of goals of a company, minimizing written warnings or complaint letters regarding unit performance.

Measuring Performance Productivity during the Pandemic

According to Wijaya (2009), discovering the actual performance of educators to be able of implementing a learning management system takes a very long time, which requires a systematic and guided assessment process, and can also be defined as an individual's success in doing a particular job. The professional duty of human resources is the readiness in implementing the carried trust, starting from the planning, implementation, and evaluation of each running program. An educator reflects professional behaviors as the embodiment of an improved quality of education. In the strategy of performance quality development, educators can ensure that each individual will be able to

run dimensions of change on each situational transformation within education as expected, thus, improving the quality of education during the Covid-19 pandemic.

During the Covid-19 pandemic, the work pattern of Work from Home (WFH) has been applied to employees for approximately 1.5 years. In its implementation, WFH work pattern causes various challenges. One of which is regarding the way to measure the productivity of employees.

Currently, we often heard about debates regarding the level of productivity of employees during the Work from Home (WFH) and Work from Office (WFO). Some parties perceive that the implementation of WFO is more productive than WFH, so does the opposite. Before arguing on which one is more productive, let us ask ourselves. Do we really have measured our productivity? How to measure our performance? What becomes the basic measure of our productivity?

During the implementation of WFO and WFH, many adjustments happened related to team communication and the concept of work-life-balance.

The challenge in team communication with WFO and WFH patterns is the trust among members that often unstable. While the work-life-balance concept becomes hard to be applied because the boundary of work place and time is getting obscure.

Based on these two main adjustment factors, comparing productivity during the WFO and WFH is less precise if it is unfounded. One of the strategies in the circle of the Ministry of Finance is that every employee who works in the Ministry of Finance is obligated to have the Performance Contract.

In the performance contract, key performance indicators (KPIs) are available as one of the strategic elements of organizational evaluation. KPIs are indeed have not been capable of measuring our entire productivity dimensions, however, KPIs are technical elaboration of Strategic Targets, Strategic Maps, and Vision and Mission of an organization. Then, what can we do to improve our productivity?

1. Know Performance Contract

Performance contract is the result of the direct agreement between the supervisor and the subordinate. We have to understand that all KPIs exist in the performance contract, either from the target calculation, target trajectory, to the impact of KPIs on Organization's Strategic Targets, or at least the impact of the strategic map owner's KPIs.

2. Make a Worksheet about the Realization

Calculation

After understanding each KPI, make a worksheet about the realization calculation of each KPI. The more detailed the calculation worksheet, the better it is to facilitate the evaluation of our performance. The example of a worksheet for KPIs of Report Delivery Punctuality Index has to at least contains the scope of report, the identity of data source, the identity of report product, the time limit of the report according to the provision, and the completion duration.

3. Make a list of priorities

After understanding the Performance Contract and KPIs Manual, we can make a list of task priorities that have to be completed. It is undeniable that the WFH pattern makes the work to have no space and time limits. By creating a list of priorities, we can be more focused and able to complete the task more efficiently. Creating a list of priorities can be done by using the 4D (Do, Delegate, Defer, Delete) time management structure.

4. Establish a communication with the Supervisor and Work Partners

Although we can not communicate directly with work partners during the pandemic, the virtual communication has to be maintained. By maintaining the team communication, any information related to work can be delivered more swiftly. We need to be active in looking for the latest information related to work as the consideration in deciding if the list of priorities and strategies in achieving targets have been consistent with the direction of the organization.

5. Monitor the progress of work

Work progress is a crucial thing that has to be able to monitor. Monitoring results from the paperwork, can be conveyed to the supervisor periodically. This method can be used as the Early Warning System regarding the achievement of our performance targets. By knowing sooner the obstacles that may be encountered, solutions can be more facilitated.

6. Make points 1 to 5 as a culture

The high number of routine tasks often make us being ignorant in monitoring individual performance. This condition causes the early warning system to not work from the lowest position level, resulting in the difficulty in finding solutions should an obstacle occurs. By making activities in points 1 to 5 as a habit, monitoring individual performance is no longer becoming the additional task amidst routine tasks that we do.

In that order, tips to improve performance productivity can be applied in the patterns of WFO or WFH. Do not

let debates regarding WFH or WFO pattern affect our perception and limit our action in achieving performance. Whatever changes that will be experienced by us, we have to be able of adjusting ourselves and always maintain the quality of our performance.

Creating the culture of an organization

Organization's culture is the repetitive habit that becomes the value and lifestyle of a group of individuals within an organization, or agreed norms to determine individual behaviors within the organization (Torang, 2013). Organization's culture affects performance. Organization's culture is one of the managerial instruments to achieve the purpose of an organization. In addition, organization's culture is a concept that works as a key of success of an organization in reaching its purpose (Rumengan, 2013).

It is obvious that highly-committed employees who are engaged in the interest of each organization is crucial—however, it is an uncommon organization that successfully created organization's culture with high trust, high performance, and committed employees (Smith et al., 2016).

In principle, a company does not merely expect competent and skilled human resources, but more importantly, a company expects its employees to be willing to work diligently and wish to achieve optimal work results. This is because the success of an organization or company will be determined by the factor of humans or employees in reaching its goals. The improvement of employee's performance will bring progress to a company to be able of surviving the unstable competition in business environment.

Therefore, the measures to improve employee's performance are the most serious managerial challenge because the success to achieve goals and sustainability of a company is depending on the quality of human resources within it.

Motivation, satisfaction, and performance of employees are the central factors and priceless assets in an organization that have to be managed properly by a company, so they can provide optimal contributions for the sake of achieving the company's goal. One of the things that has to be the main concern of a company is regarding the way to preserve and manage employee's motivation at work to stay high and focused on the company's goal. Maintaining employee's motivation is crucial because motivation is the aspect underlying every individual to act and conduct something (Latifah et al., 2020)

CLOSING

Although the education in Indonesia is also getting affected by the Covid-19 pandemic, but behind all of that, there are wisdom and lesson to take. The government took a policy to implement the long-distance learning by doing it online, this measure may provide a benefit, namely improving the awareness to master the current technological advances and overcoming the issues of education process in Indonesia. In the end, it must be understood that staying temporarily your own homes until the condition gets better with awareness and patience becomes the most effective measure.

According to the research result and discussion aforementioned above, it can be concluded that (1) college leaderships has strategic roles in developing human resources in higher education, (2) human resources empowerments contribute positively and significantly to the balance of homework and performance of employees during the Covid-19 pandemic, (3) educators are given with job autonomy that allows them to complete their work with their own methods so the outcome would be more effective, (4) leadership characteristics of human resources empowerment often involve employees in setting goals while give trust to educators to provide optimal performance. This action will make employees feel that they are being involved, and improve work commitment that affects their improved performance (5) in adopting the employee performance improvement of the Ministry of Finance, six measures need to be applied to assess the key performance indicators of educators in higher education during the Covid-19 pandemic, namely: (a) know the performance contract, (b) make worksheets regarding the calculation of realization, (c) make a list of priorities, (d) establish communication with supervisors and work partners, (e) monitor the work progress, and (f) make points 1 to 5 into a culture.

According to the research conclusion, it is recommended that: (1) the role of college leaders needs to be improved to enhance the performance of educators during the era of Covid-19 pandemic, (2) a conducive organizational culture must be created for educators, so despite the WFH, their performance will still be optimal and can contribute to the course of academic activities at campus during the Covid-19 pandemic, (3) future studies are expected to examine the mediation role or the moderator in testing the effect of leadership roles on the balance of homework, (4) college leaders need to convince educators that the Covid-19 pandemic will pass if all components of the nation have the intention to win against Covid-19, and (5) support WFH in addition to infrastructure improvements in colleges, educators

need to be improved on their digital literacy by involving them in IT-based trainings.

REFERENCES

- [1] Aamodt, M. G. (2007). *Industrial/Organizational Psychology: An Applied Approach* (5 ed.). Belmont: Thomson Wadsworth.
- Amundsen, Stein, dan Øyvind L. Martinsen. (2014). "Empowering Leadership: Construct Clarification, Conceptualization, and Validation of A New Scale." *The Leadership Quarterly* 25 (3): 487–511.
- [2] Ahearne, M., Mathieu, J., & Rapp, A. (2005). To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Leadership Empowerment Behavior on Customer Satisfaction and Performance. *Journal of Applied Psychology*, 90(5), 945–955. <https://doi.org/10.1037/0021-9010.90.5.945>
- [3] Amundsen, Stein, dan Øyvind L. Martinsen. (2014). "Empowering Leadership: Construct Clarification, Conceptualization, and Validation of A New Scale." *The Leadership Quarterly* 25 (3): 487–511.
- [4] Aslam, S. (2020). Instagram by the Numbers: Stats, Demographics & Fun Facts. In *Omnicores Agency*.
- [5] Cascio, J. R., Maio, F. Di, Bianco, A., Ritondale, S., Cadei, L., Montini, M., Rinaldi, F., Zio, E., & Najafi, B. (2020). A hydrocarbon production system multi-objective optimization. *International Petroleum Technology Conference 2020, IPTC 2020*. <https://doi.org/10.2523/iptc-20061-abstract>
- [6] CNCB. (2019). *74 Tahun RI Belum Merdeka dari Pengangguran & Kemiskinan*. <https://www.cnbcindonesia.com>.
- [7] Cresswell, J. W., Plano-Clark, V. L., Gutmann, M. L., & Hanson, W. E. (2003). Advanced mixed methods research designs. *Handbook of Mixed Methods in Social and Behavioral Research*.
- [8] Dessler, G. (2015). *Human Resources Management (Manajemen Sumber Daya Manusia)*. In *Ed. 14. Edisi Bahasa Indonesia*. Jakarta: Indeks.
- [9] Edy Sutrisno. (2012). *Tantangan Sumber Daya Manusia. Manajemen Sumber Daya Manusia*.
- [10] Fraenkel, J. R., & Wallen, N. E. (2006). *The Basic of Educational Research. In How to design and evaluate resaerch in education with PowerWeb*.
- [11] Handoko, T. H. (2011). *Manajemen Personalia dan Sumber Daya Manusia. Pengantar Manajemen*.
- [12] Ichsan Al-Basith. (2019). *Kualifikasi dan Kompetensi Tenaga Kependidikan Butuh Ditingkatkan*. Jakarta: Kemendikbud

- [13] Koopmans, L., Bernaards, C., Hildebrandt, V., Buuren, S.V., Van der Beek, A.J. dan De Vet, C.W. (2012), "Development of an individual work performance questionnaire", *International Journal of Productivity dan Performance Management*, Vol. 62 No. 1, pp. 6-28.
- [14] Kotler, P., & Armstrong, G. (2018). *Principles of Marketing 17th Global Edition*. In *Pearson Education Limited*.
- [15] Latifah, E., Agung, S., & Rinda, R. T. (2020). Pengaruh Motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Manager: Jurnal Ilmu Manajemen*, 2(4). <https://doi.org/10.32832/manager.v2i4.3811>
- [16] Lee, Y., et al. (2008). Technology-Enhanced Homework Assignments to Facilitate Conceptual Understanding in Physics. Paper on ICCE 2008. [Online]. Tersedia: <http://www.apsce.net/ICCE2008/papers/ICCE2008-paper83.pdf> [2 Oktober 2021]
- [17] Lincoln, Y. S., & Guba, E. G. (1985). Naturalistic inquiry. In *Volume 75*.
- [18] Maimako, L. B., & Bambale, A. J. (2016). Human Resource Management Practices and Employee Job Satisfaction in Kano State Owned Universities: A Conceptual Model. *Journal of Marketing and Management*.
- [19] Manz, Charles.C dan Henry P.Sims, Jr. (2001). *The New Super Leadership*. San Francisco: Berret dan Koehler.
- [20] Marquardt, T., & Gruss, P. (2002). Generating neuronal diversity in the retina: One for nearly all. In *Trends in Neurosciences*. [https://doi.org/10.1016/S0166-2236\(00\)02028-2](https://doi.org/10.1016/S0166-2236(00)02028-2)
- [21] Moscatto, J. A., Borsato, D., Bona, E., De Oliveira, A. S., De Oliveira Haully, M. C., Juliá Igual, J., Marí Vidal, S., Bergamin, A., Issaly, L. C., Ricotto, A., Bergamin, G., Serpa, M., Castillo, O., Barrio Hernández, D., Oliveira Ángel, M., Forero-Álvarez, J., Londoño Velez, L., Villegas, M. Á. V., Moreno, M. C. M., ... Serrato, A. (2013). *Estudios Gerenciales*. [https://doi.org/10.1016/S0123-5923\(13\)70015-9](https://doi.org/10.1016/S0123-5923(13)70015-9)
- [22] Mulyadi, M., Sutrisno, S., Paeno, P., Harjianto, P., & Winata, H. (2020). Penyuluhan Manajemen Sumber Daya Manusia untuk Pengembangan Karang Taruna Mekarsari Rumpin Bogor. *Jurnal Pengabdian Dharma Laksana*. <https://doi.org/10.32493/j.pdl.v2i2.3984>
- [23] Nitisusastro, M. (2009). Pengaruh Lingkungan Psikologis dan Sosial-Budaya Tertanggung Terhadap Kinerja Strategi Pemasaran Asuransi Kerugian. *Fokus Ekonomi*.
- [24] Nursobah, A., Dedih, U., Hafid, & Nurhamzah. (2020). Reformasi Birokrasi Nomor 19 Tahun 2020 tentang Penyesuaian Sistem Kerja Aparatur Sipil Negara dalam Upaya Pencegahan Penyebaran COVID-19 di Lingkungan Instansi Pemerintah bahwa seluruh instansi pemerintah harus bekerja dari rumah (Work from Home/WFH). Ha. *UIN Sunan Gunung Djati*.
- [25] PH, S. (2014). Politik Pendidikan Indonesia dalam Abad Ke-21. *Jurnal Cakrawala Pendidikan*. <https://doi.org/10.21831/cp.v3i3.2377>
- [26] Philipus, S. (2009). Analisis Faktor-faktor yang Mempengaruhi Kinerja Karyawan pada PT. Bumakumawa di Kota Sorong. *Jurnal Ekonomi*. <https://doi.org/ISSN:1693-0827>
- [27] Puspitorini, F. (2020). Strategi Pembelajaran Di Perguruan Tinggi Pada Masa Pandemi Covid-19. *Jurnal Kajian Ilmiah*, 1(1). <https://doi.org/10.31599/jki.v1i1.274>
- [28] Rejeki, H. W., . R., & Subandowo, M. (2019). Membangun Tingkah Laku Asertif melalui Pengembangan Modul Teknik Soma untuk Mencegah Dan Mengatasi Bullying. *Jurnal Education and Development*. <https://doi.org/10.37081/ED.V7I2.1007>
- [29] RI, P. (2009). Undang-undang RI No 36 Tahun 2009 tentang Kesehatan. *Financial Innovation*. <https://doi.org/10.1108/08858620810841498>
- [30] Rumengan, Jemmy. 2013. *Metodologi Penelitian*. Cetakan Pertama. Bandung: Citapustaka Media Perintis.
- [31] Sharma, dkk (2015). Determinants of Psychological Well-being among Retirees. *International Research Journal of Social Sciences*. Vol. 4(3), 19-26,
- [32] Siagian. (2018). Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Ker/Ja. *Jurnal Bisnis Dan Manajemen*. <https://doi.org/10.13140/RG.2.1.5183.7283>
- [33] Smith, S. S., Peters, R., & Caldwell, C. (2016). Creating a Culture of Engagement -- Insights for Application. *Business and Management Research*. <https://doi.org/10.5430/bmr.v5n2p70>
- [34] Subandowo, A. M. (2017). Peradaban dan Produktivitas dalam Perspektif Bonus Demografi serta Generasi Y dan Z. *SOSIOHUMANIKA: Jurnal Pendidikan Sains Sosial Dan Kemanusiaan*.
- [35] Torang, Syamsir. 2013. *Organisasi & Manajemen (Perilaku, Struktur, Budaya & Perubahan Organisasi)*. Cetakan Kesatu. Bandung: Alfabeta.
- [36] Tucker, R. B. (2005). Driving growth: Through innovation. In *Gravure*.
- [37] Verawaty, V., Ramdani, M. I., Laksmiawati, D. R.,

- & Meidiawati, C. (2017). Analysis of Pharmaceutical Staffing Needs in the Pharmacy Installation of Grha Permata Ibu Hospital Depok 2016. *Jurnal Manajemen Dan Pelayanan Farmasi (Journal of Management and Pharmacy Practice)*. <https://doi.org/10.22146/jmpf.30124>
- [38] Viswesvaran, C. dan Ones, D.S. (2000), "Perspectives on models of job performance", *International Journal of Selection dan Assessment*, Vol. 8 No. 4, pp. 216-226.
- [39] Wijaya, D. (2009). Manajemen Sumber Daya Manusia Pendidikan Berbasis Kompetensi Guru dalam Rangka Membangun Keunggulan Bersaing Sekolah. *Jurnal Pendidikan Penabur*, 12(8), 69-86
- [40] Zhang, Xiaomeng, and Kathryn M. Bartol. (2010). Linking Empowering Leadership and Employee Creativity: The Influence of Psychological Empowerment, Intrinsic Motivation, and Creative Process Engagement. *Academy of Management Journal* no. 53 (1):107–128.

