

Employee Performance Analysis in Changes Work Method to Remote Work Patterns in The New Normal Era

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Abstract – In 2020 the Covid-19 pandemic has impacted all working area aspect, which requires every organization to make changes quickly and adaptively. Companies are accelerating the use of digital technology, including changing the way they work. This research is focused on analyzing employee performance when there is a change in the way of working from the office to a remote way of working from different locations in the new normal era. This qualitative research uses a phenomenological method approach that utilizes interviews as a means to collect the necessary data and is combined with a netnographic method approach to explore data on the internet. This employee performance analysis is carried out in IT-based organizations, where employees as audiences and managers are considered as parties who can provide performance appraisals with changes in work methods to remote work patterns in the new normal era, as well as its relation to the readiness of technology and its impact on employee performance. The evaluation results show that employee performance is also influenced by the readiness of supporting technology, where in the new normal era with remote work patterns, of course, have challenges in implementing comfortable and safe remote access, so that all activities may run well and smoothly.

Keywords : *Employee Performance; Remote Work; Covid-19 Pandemic; New Normal*

I. INTRODUCTION

At the end of 2019, the world was shocked by discovering a case of pneumonia originating from the city of Wuhan, China. All countries have tried to deal with and overcome the impact of this case in their country. Indonesia confirmed the first case of infection with the coronavirus that causes Covid-19 in early March 2020. Since then, the government has taken various countermeasures to reduce the impact of the Covid-19 pandemic in various sectors. Almost all sectors are affected, health and the economic sector are also seriously affected by the coronavirus pandemic. Restrictions on community activities affect business activities which then have an impact on the economy.

The Covid-19 pandemic has also brought changes to every organization to make changes quickly and adaptively. Every organization is trying to accelerate the use of digital technology, especially those based on IT (Information Technology). This condition certainly changes the various ways of working, such as remotely, meeting through virtual meetings, and buying and selling services with the support of technology. The use of technology can create opportunities for communication and the distribution of information quickly. Companies or organizations can take advantage of the use of technology in

providing process and service innovations for business and business continuity. To survive and face competitive competition in this new normal, many companies are trying to improve quality and customer satisfaction to maintain customer retention for a better business. To that end, the use of technology is also expected to support organizational achievement and competitive advantage in the industry.

This study focuses on analyzing employee performance when there is a change in the way of working from the office at their respective desks using a remote way either from home or different building with the division of work locations in the new normal era in IT-based organization as a research area.

Based on the research background mentioned above, the problems in this study are formulated as follows:

1. What is the employee's perception of strategic management applied to the organization's operations in the face of the COVID-19 pandemic?
2. What changes in how the organization deals with the COVID-19 pandemic and in the new normal?
3. How is employee performance measurement implemented with changes in work patterns that are implemented?



4. How is the readiness of supporting technology and its influence to make employees work optimally?
5. How does the change in work patterns in the new normal affect the company's performance?

Based on the research background and problem formulation, this study aims to:

1. Analyze employee perceptions of strategic management applied to organizational operations in dealing with the Covid-19 pandemic?
2. Analyzing the effect of changes in work patterns in the new normal period on employee performance within the organization of a company.
3. Analyze the measurement of factors affecting employee performance in maintaining a competitive and sustainable organizational performance.

II. LITERATURE REVIEW

Experts in the last three decades have underlined that research is concerned with the procedures or steps used to collect and analyze information to help a researcher explore a particular topic [3]. In simple terms, research generally consists of three procedures: (1) asking questions, (2) collecting data to answer these questions, and (3) presenting answers to these questions [5].

Organizational performance, in general, includes profit, productivity, effective marketing, customer satisfaction, and employee morale so that in this perspective, employee performance is closely related to organizational performance [12]. Effective and efficient employee performance will directly affect organizational performance. Based on the resource-based view, employees are resources or assets that can provide strategic value to the organization and can also improve the organization's ability to compete [9]. Performance management is vital in an organization because it will help organizations ensure their employees work well and contribute to achieving the organization's mission and vision [12].

Individual work performance (IWP) is a relevant study outcome measure used in work settings. In recent decades, research in areas such as management has been devoted to discovering the predictors and effects of IWP. A clear definition and theoretical framework of IWP is a prerequisite for valid construct measurement [8]. IWP is defined by Campbell [4] as "behavior or action that is relevant to the organization's goals." As such, IWP focuses on employee behavior or actions, not on the outcome of those actions. In addition, such behavior must be under the control of the individual, so it does not include behavior that is

limited by the environment [10]. In order to measure IWP, it is essential to define its basic structure. Behaviors often used to describe task performance include quantity and quality of work, job skills, and knowledge.

Many organizations are leveraging innovations in communications technology to improve performance by creating virtual teams. When members are geographically valuable and organizationally dispersed, creating virtual teams gives organizations the flexibility to leverage knowledge, skills, and perspectives that would not otherwise be available for office collaboration [6]. Remote work is a way of working remotely, using information technology (IT) that allows employees to perform work remotely from the office. Remote workers can be home-based, occasionally working from home, or mobile and connected from anywhere in the world. Remote work has dramatically improved as IT evolves [11]. The role of Information and Communication Technology (ICT) is quite significant amid the Covid-19 pandemic and the new normal. Perhaps today, everyone remembers and appreciates doctors, nurses, pharmacists, and all other health officials. Without a doubt, they are the frontline warriors throughout the Covid-19 pandemic. However, no one cares about the ICT professionals working 24/7 to keep everyone connected and running smoothly [2].

The Covid-19 pandemic condition requires the government to issue regulations on community activities, both offices and housing, as stated in the DKI Jakarta Provincial Regulation No. 2 of 2020 concerning the prevention of coronavirus disease 2019. Every office activity must limit the number of employees present at the office, except for some permitted sectors such as IT and banking. So almost all businesses and offices must implement their operations based on the rules of Large-Scale Social Restrictions (PSBB) that have been set to reduce the spread of the Covid-19 virus, and the new normal era is part of the transition period.

III. RESEARCH METHOD

This qualitative study uses a phenomenological approach that utilizes interviews conducted via Whatsapp Messenger (Voice and Video call). As for summarizing and recording purposes, the questionnaire was also sent via text to collect the necessary data and the results of observations made on research subjects. Combined with a netnographic analysis method approach in exploring data on the internet and analyzing the data to obtain results on the



formulation of research problems made [7]. Another reference is documentation from each research subject's social media account, which can be documented from each account. Qualitative research methods are intended to generate understanding, develop theories, and describe complex realities to achieve a deeper understanding [5].

The phenomenological approach is intended to comprehensively describe the daily experiences experienced by individuals, their perceptions, beliefs, and feelings about the conditions in this new normal. Each individual gives meaning to every event and life experience. From the point of view of phenomenology, psychology is the study of human behavior and experience [3]. At the same time, the netnographic approach is applied to explore the cultural meaning of work behavior that has changed since the pandemic and the new normal in the online community. Interpretation of answers and behavior of observation sources can be analyzed to reach conclusions. During the data collection period, researchers and participants interacted directly.

The interviews were structured based on essential aspects of John Creswell's theory related to qualitative research methods. References to the list of interview questions also refer to the Institution of Occupational Safety and Health's information guide www.iosh.co.uk/homeworking related to remote worker management. Employees are interviewed as the audience, unit and resource managers are considered to provide performance appraisals. Interview results will be analyzed first to reduce all data to select important information and focus on essential aspects based on the theory used. The reduced information will provide a clearer picture and assist in collecting additional data if necessary. Furthermore, the data is presented as a structured collection of information to enable the researcher to conclude from the descriptive results [1].

The following are a list of questions that was made as an interview guide to be able to fulfill the problem formulation and research objectives that have been made:

Question to unit manager;

- a. Has your company been affected by the Covid-19 pandemic?
- b. As an IT-based organization that still has an operating license from large-scale social restrictions, what steps have been implemented in your organization to maintain the continuity of its operations?

- c. Is the remote work pattern an operational strategy applied to your organization?
- d. How many staff work remotely, and how many will do so in the future?
- e. What is the geographic distribution or location of the remote workers?
- f. Do remote workers work from home or another work location?
- g. What types of activities are involved?
- h. How is the measurement of your employee's performance implemented with the change in work patterns during this pandemic and new normal?
- i. What factors determine the criteria for measuring employee performance?
- j. How is the readiness of supporting technology so that work operations can continue to run well?
- k. Does the change in work patterns affect the company's overall performance?

Question to staff;

- a. Has your company been affected by the Covid-19 pandemic?
- b. What are your views on the company's strategic decisions in dealing with the Covid-19 pandemic and this new normal period?
- c. Is the remote work pattern an operational strategy applied to your organization?
- d. How can your effectiveness at work be maintained with this remote work pattern?
- e. Do you work remotely from home or a different work location from your co-workers?
- f. Do you have the desire to continue this work pattern in the future?
- g. What work activities do you do with this remote work pattern?
- h. What do you think about the performance measurement applied to the changes in work patterns during this pandemic and new normal?
- i. Do you understand the factors that determine the criteria for measuring your performance as an employee?
- j. How is the readiness of supporting technology so that work operations can continue to run well?
- k. Does the readiness of the technology affect performance with this remote work pattern?

IV. RESULT AND DISCUSSION

The results of the interviews were analyzed by reducing data, namely sorting out important information related to the theory used in order to provide a clearer picture and help if additional data were needed. After the data is reduced, the data is



categorized, which is categorized based on the characteristics of the audience. Audience selection is based on the interviewer's random connection by monitoring the LinkedIn and Instagram accounts of the audience. During data collection, interviewers and audiences interacted online through the WhatsApp application.

The audience in this study were employees and managers of local IT companies, MNCs, and banks, as shown in the following table.

Table 1. List of Respondent and Their Role

No	Initial	M/F	Work Unit	Category	Organization
1	KH	M	SVP GRC & IT Architecture	Manager	MNC Bank
2	DS	M	Technical Sales	Manager	Local
3	EY	M	IT Development	Manager	Local
4	IF	M	HR & GA	Manager	Local
5	AB	M	IT Infrastructure	Manager	Local Bank
6	MK	M	Partner Development	Staff	MNC
7	AR	M	Technical Sales	Staff	Local
8	AP	M	Technical Sales	Staff	MNC
9	AH	M	IT Development	Staff	Local Bank
10	DY	F	IT Sales	Staff	MNC

The interview results with the existing question guide can be categorized into several stages, such as planning, implementation, and evaluation. At the planning stage, it is crucial for a leader to think about strategic steps for implementing company operations during this pandemic and new normal, so that performance management and results can still be carried out correctly. At the implementation stage, the awareness of employees and managers becomes the main driving factor in implementing strategic decisions that have been announced. They were constantly looking at the performance measurement factors and KPIs, so their Business as Usual (BaU) would not be disturbed. Even though the work method changes to be remote, either WFH and Branch clustering (from different locations/buildings to maintain health protocols during the PSBB period).

The evaluation stage shows that the readiness of supporting technology also influences employee performance. Wherein the new normal period with remote work patterns, of course, there are challenges in implementing convenient and safe remote access. All work activities can run well and smoothly. MNC companies that are already accustomed to remote management and mobile work patterns are not

making too many adjustments in dealing with this pandemic and new normal because of the readiness of technology and the digital mindset of all employees. Their performance is affected more because of the impact on their customers, which requires them to work on-site and meet physically.

V. CONCLUSION AND SUGGESTION

The covid-19 pandemic and this new normal era are impacting the activities, employee performance, company achievements, and changing work methods into remote work patterns. The magnitude of the impact on operations and achievements depends on the readiness of each organization in carrying out operational risk mitigation planning. All organizations are trying to adapt to create solutions so that work activities can continue to run well and employee performance is maintained so that the company's achievements remain sustainable.

Strategic decisions from company leaders affect employees' views on the readiness of their organizations to face the new normal period. Besides that, support facilities also need to be paid more attention to IT-based organizations, especially in some local companies that are still not well prepared. This study indicates that IT-based MNC organizations are familiar and ready with the mobile work model. However, their work achievement is affected by the readiness of local companies that are their main clients. In local companies, the adaptation time in preparing supporting technology also varies depending on the policies of each leader of the organization.

Implementing performance management and KPI as a form of assessment of the IWP does not require additional factors that change the essence of achieving standards. It can be continued by monitoring and controlling processes in this new normal period to keep employees disciplined about their performance. In addition, several organizations also implement results-oriented performance management, either in the form of performance achievement based on KPIs, customer satisfaction, and sales quotas.

The results of this study have provided answers to the plans and objectives of this research. However, there is still further research that can be done as a recommendation for the next researcher as follows:

1. Quantitative research can be carried out to obtain a broader unit analysis by categorizing the sector/type of business based on several factors that can be used as hypotheses.



2. Research on non-IT organizations may be conducted to obtain results that reflect non-IT-based business conditions in Indonesian society.

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Appendix 1. Interview Summary Table

Tabel Hasil Penelitian – Level Manager					
Initial	KH	DS	EY	IF	AB
Perencanaan Strategi					
Tahapan	Penerapan Remote Work berupa WFH Dan Branch clustering	Penerapan WFH, H-1 Report, Pembentukan gugus tugas	Penerapan WFH sesuai aturan PSBB	Penerapan Online meeting, Remote work dan protokol kesehatan	Penerapan Remote Work berupa WFH Dan Branch clustering
Jumlah staf	WFH 75% Non Critical, 50% Critical unit	WFH 50%	WFH 50%	WFH 50%	WFH 75% Non Critical, 50% Critical unit
Faktor pengukuran	Sesuai dengan Performance Mgmt dan KPI	Sesuai dengan KPI dan Sales Quota	Sesuai dengan Performance Mgmt dan KPI	Sesuai dengan Performance Mgmt dan KPI	Sesuai dengan Performance Mgmt dan KPI
Pelaksanaan Operasional					
c Remote work	Penerapan Remote Work	Penerapan Remote Work	Membatasi Remote Work	Penerapan Remote Work	Penerapan Remote Work
e/f WFH atau Lokasi lain	WFH Dan Branch clustering	WFH	WFH	WFH	WFH Dan Branch clustering
g Aktifitas	Seluruh kegiatan BaU	Webinar, Meeting, PoC - BaU	Meeting, Testing, BaU	BaU	Seluruh kegiatan BaU
h KPI	Selain PM dan KPI, Menambahkan proses Controlling & Monitoring	Pemantauan Job Request dan Quarterly sales number	Selain PM dan KPI, ditambahkan dengan kepuasan pelanggan	Selain PM dan KPI, dan melakukan monitoring dengan aplikasi	Selain PM dan KPI, Menambahkan proses Controlling & Monitoring
Evaluasi					
k Pengukuran kinerja	Tidak berdampak secara langsung, lebih penting bagaimana dpt menekan sebaran virus agar tetap operasional BaU	Tidak banyak perubahan	Memiliki dampak karena jenis usaha yang perlu beroperasi secara fisik	Memiliki dampak karena tidak semua terbiasa	Tidak berdampak secara langsung, tetap menjaga operasional BaU
j Kesiapan Teknologi	Pada awalnya terdapat kendala utk <i>remote access</i> , Saat ini sudah siap	Memastikan koneksi stabil	Masih perlu pengembangan	Masih perlu pengembangan	<i>Remote access</i> sudah tersedia dan siap digunakan
Tabel Hasil Penelitian – Level Staff					
Initial	MK	AR	AP	AH	DY
Perencanaan Strategi					
Tahapan	Sudah siap dengan baik	Kurang siap dan reaksional	Sudah siap dengan baik	Kurang siap dan reaksional	Sudah siap dengan baik
Faktor pengukuran	Paham	Paham	Paham	Paham	Paham
Pelaksanaan Operasional					
<i>Remote work</i>	Iya diterapkan	Tidak sepenuhnya	Sudah ada penerapan <i>mobile work</i>	Tidak sepenuhnya	Sudah ada penerapan <i>mobile work</i>
WFH /Lokasi lain	WFH	WFH	WFH	WFH	WFH
Aktifitas	BaU	BaU	BaU	BaU	BaU



KPI	Seperti biasa dengan orientasi berbasis target	Perlu perubahan pengukuran berdasarkan target	Seperti biasa dengan orientasi berbasis target	Perlu penyesuaian pengukuran berdasarkan target	Seperti biasa dengan orientasi berbasis target
Evaluasi					
Efektifitas bekerja	Sangat baik, seperti bekerja biasa	Sangat baik, efisiensi waktu perjalanan	Sangat baik, efisiensi waktu perjalanan	Sangat baik, efisiensi waktu perjalanan	Sangat baik, efisiensi waktu perjalanan
Keinginan Remote work	50-50, Fleksibilitas	100%	50-50, Fleksibilitas	100%	30-70, Fleksibilitas
j Kesiapan Teknologi	Sudah siap sejak sebelumnya	Teknologi sudah mendukung	Sudah siap sejak sebelumnya	Teknologi sudah mendukung	Sudah siap sejak sebelumnya
k pengaruh kesiapan	Sangat berpengaruh	Seharusnya berpengaruh	Sangat berpengaruh	Sangat berpengaruh	Sangat berpengaruh

