

ABSTRACT

Overview of Personal Resource Management as a Form of Conservation in Laid-Off Employees

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Abstract. During the Covid-19 pandemic in Indonesia, it is undeniable that many employees have been removed (fired or laid off) by companies. From the employee's point of view, this of course raises his own personal problems. Therefore, this study is qualitative research that aims to analyze the personal resources of employees who are affected by the furlough's strategy, namely being laid off by the company. The approach used in this research is qualitative. Interviews, observations and documentation were used for data collection. There is 1 person who is a key informant and 5 employees as informants from PT. Khilfi Anugrah Ilahiy, a travel company. Researchers used data triangulation and interview reduction methods to analyze the data and finally get the findings. By comparing the theory used as the main frame (the theory of personal resources) with the findings of the researcher, it is obtained the results of this study that indicate that there were 3 informants who were able to manage their own resource management well, by utilizing their personal resources to manage a business which is another source of income. So, other sources of income are needed by employees to be able to survive the uncertainty of the job that has existed so far.

Keywords: Covid-19 Pandemic, Laid-off Employees, Personal Resources, Furlough Strategy.

INTRODUCTION

The success of an organization cannot be separated from the improvement of its people. Superior and quality Human Resources (HR) must always be managed and emphasized in the operations of an organization, in order to achieve the expected performance. The organization must improve the quality of human resources because it is very necessary so that employees have attitudes and behaviors that are able to provide good service to consumers. A good company must always pay attention to its company management to keep pace with the development of an increasingly competitive business world.

HR plays a central role in the organization's efforts to realize its vision and mission. Thus, it is undeniable that human resource management needs preparation in carrying out the vision and mission. Moreover, the dynamics that exist outside the company unexpectedly force the company to be flexible in dealing with these changes. Inevitably, competence is needed by employees in an effort to move their organization to become more competitive [1].

However, dynamic external conditions, forcing organizations to survive in these pressures. In the past Covid-19 pandemic period, many companies had to do many things to maintain the company's existence. The Covid-19 pandemic has had an impact on various sectors, including the employment sector. One of the government's steps to reduce the spread of Covid-19 and overcome problems in the sector, namely by implementing the Work from Home (WFH) policy. With the implementation of the WFH policy by the government, adjustments are needed in various employment sectors. Everything that requires face-to-face interaction is transformed into bold interaction. This condition forces most companies to find solutions and find ways so that jobs can be completed properly and

effectively despite all the challenges that exist during the Covid-19 pandemic. This has an impact on the failure of the company's operations.

As a result, several companies have implemented strategies in an effort to maintain their companies, including companies in the travel sector. The application of Furloughs strategy is one of them. This is done in order to retain its employees. Furloughs strategy means laying off employees while still providing a salary that is not full. The term Furloughs itself is different from doing dismissal or termination of employment (PHK). Employees who are laid off are still tied to the company and will most likely be pulled back to work again [2].

1. Several cases of furlough strategy implementation

The worst impact done by the company is doing layoffs. Since the Covid-19 pandemic spread in Indonesia last March 2020, there have been so many companies that have had to be forced to lay off their employees. Based on employment data (Manpower Ministry) added that there were as many as 143,065 people who were terminated, 1,076,242 workers were laid off, and as many as 2,819 companies might close [3]. This is done as a form of company efficiency. Thus, taking leave or laying off employees can be an initial option to overcome these problems. The laying off employees as a 'term' does not actually exist in the world of laborers. Even the Law 13 of 2003 concerning Manpower does not recognize this 'term'. Even the Law 13 of 2003 concerning Manpower does not recognize this term.

Cases that have occurred, for example, PT. Freeport Indonesia (PTFI) implemented a leave policy for around 700 employees in early February 2017. This policy was carried out by PTFI management on the grounds that production activities had stopped because the company had not yet obtained a copper concentrate export permit from the Indonesian government. After the policy, there was a lot of confusing news that made the management need to clarify it [4].

During the Covid-19 pandemic, there were several companies that implemented the furlough strategy, one of which was an airline from the Lion Air Group which laid off 8,050 employees or the equivalent of 35%. This was done because market conditions and the number of passengers decreased, resulting in a decrease in the number of flying frequencies. However, during his stay, Lion Air Group will try to help support living expenses according to the company's ability [5]. Next, early August 2021, PT. Sentra Food Indonesia, Tbk. reduced approximately 117 employees, including laying off 16.9 percent of employees and 16.6 percent of contract employees. This policy is intended to avoid mass layoffs and save another 292 people. This is done in accordance with the provisions of the applicable laws and regulations [6].

In addition, there are also football clubs that use the furlough strategy, namely Liverpool FC and Tottenham Hotspur FC football clubs. The Covid-19 pandemic has also disrupted the football season and several other English Premier League (EPL) clubs, by taking advantage of the furlough scheme from the British government to pay staff salaries [7]. In an effort to limit the spread of Covid-19, many countries have imposed lockdowns, including the UK. Business activities deemed non-essential must be temporarily closed, with employees placed in furlough positions, which simply means furloughed or on indefinite leave.

The furlough strategy adopted by many companies around the world, the impact of the Covid-19 pandemic, has resulted in employees being laid off. Prof. Jumadi, professor of sociology at Makassar State University, said that the poverty rate was increasing due to being laid off [8]. Then another impact is that the quality of life of employees has decreased drastically during the Covid-19 pandemic, which is marked by 33 percent of employees feeling that they are no longer happy with their work situation [9].

In reality, Covid-19 does not only have an impact on the global health crisis, but also has implications for the social and economic spheres. Changes in the way of thinking, the transformation of virtual interaction patterns, for example, forcing people to adapt, this emphasizes that the social relations of society have undergone changes. This, of course, gave birth to a number of new values and norms that succeeded in forming a different social system [10].

Related to this impact, the management of personal resources for employees of PT. Khilfi Anugrah Ilahiy who was sent home did not rule out experiencing it too. This is an aspect related to oneself which generally refers to a person's ability to control the environment. Based on this phenomenon, the researchers are interested in conducting further research on the analysis of personal resource management for employees who are affected by the furlough strategy at PT. Khilfi Anugrah Ilahiy.

LITERATURE REVIEW

Related to job burn out, personal resources are aspects of the self and are generally associated with joy and a feeling that one is able to manipulate, control and have an impact on the environment according to one's wishes and abilities [11]. While personal resources also describe namely the individual's feeling of his ability to succeed by controlling and having an impact on the environment [12]. Furthermore, personal resources are positive self-evaluations related to resilience and refer to individuals' sense of their ability to control and have a positive impact on their environment [13]. So, personal resource is an aspect of self that has the ability to succeed by controlling, manipulating and having an impact on the surrounding environment.

Personal resource has several aspects. The first is self-efficacy, which is a person's belief in his ability to perform an action that aims to obtain certain results [14]. Next, organizational-based self-esteem (OBSE) which is a behavior that allows it to have an impact on other organizational processes. So, Pierce et al. in 1989 explained the extent to which employees do not believe that they are important, meaningful, effective, and valuable in the organization where they work [15]. The last one is optimism, which is described as an attitude towards problems based on the events they have experienced, both positive and negative. Individuals who are always optimistic will expect to get positive results from any situation [16].

This study uses several indicators that are used to explore the personal resources of the informants [17]. Life satisfaction is psychological well-being or satisfaction with life as a whole [18]. Furthermore, life satisfaction is also a subjective well-being because it is subjective according to the individual's assessment [19]. So, in a human life will feel satisfied if all his needs are met, not *a decreased life satisfaction*.

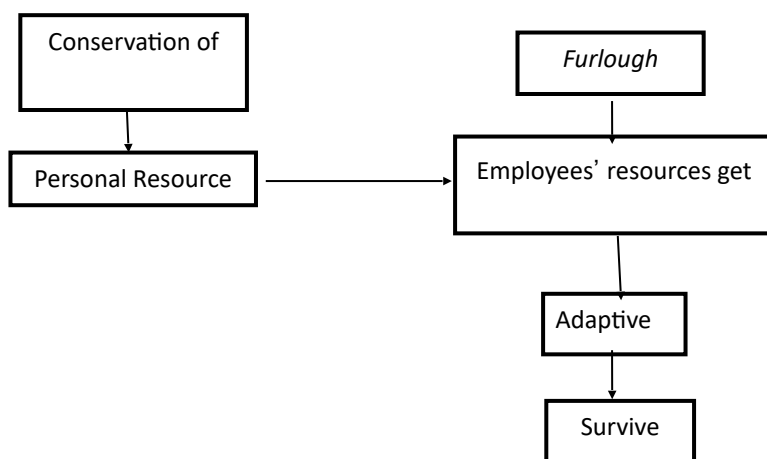


Fig. 1. Research thinking flow

Next, Hill (2005) explained that work and family conflict as a form of conflict between roles, the roles demanded in work and family will influence each other [20]. Ching (2010) added *work family conflict* that role conflict in which the demands of the role of work and family cannot be aligned in several ways, or on the one hand you have to do office work and on the other hand you have to pay attention. whole family [21]. In this case, it is difficult to distinguish between work interfering with family and family interfering with work. The last, *fatigue* is directly influenced by work stress, work conflict, physical environment and work capacity [22]. Therefore, the three indicators are used as a reference in exploring in depth to get the real situation.

Personal resources have turned out to be related to work, where engagement and work ability are the main things in the long term. That is why personal resources are an important component in the psychological side of employees. The demands of the work for what has been given (reward) by organization are not only in the form of numbers and are always associated with work motivation [23]. When employees were furloughed, they will experience these three indicators. In fact, it is the foundation for employees to survive by carrying out an adaptation process. Personal resources are the right point of view to explore them. Because it is part of resource conservation, personal resources are believed to be a form of motivation to be able to adapt. Departing from this theory, the next researcher will reveal with a qualitative approach.

METHOD, DATA, AND ANALYSIS

1. Method

This study uses a qualitative method with a case study approach, to analyze social life by describing social from the point of view of the interpretation of the individual (Informant). The informants try to understand how to see, interpret or describe the constructs that exist in themselves because of the experiences they have. The informants were determined by the company leadership themselves, with the following criteria: employees of the company PT Khilfi Anugrah Ilahiy and currently undergoing a policy of being laid off by the company. The time of this research was carried out during the Covid-19 pandemic, from August 2021 to January 2022.

This study involved one person as the head of the company and five employees as informants (see table 1). Each informant was given the same questions totaling seven questions per indicator. The researcher used the 5W + 1H approach in preparing the interview questions. Meanwhile, key informants were only given questions related to company policies.

Table 1. Informants' profile

2. Data collection and analysis

Qualitative research is very subjective because researchers have a role to determine the focus of research, collect data, assess data quality, and analyze data to interpret it into a conclusion. To reduce the subjectivity of the researcher, it is necessary to triangulate the data. Researchers use data triangulation by using sources through interviews, observations and various document sources to find a truth of information [24]. Some sample questions are shown in table 2. These questions have been corrected by the company's CEO as policy makers.

After correction, these questions be asked to six informants. Researchers used semi-structure questions. It means that there will be additional questions (if needed) related to the main question (which has been prepared and corrected). So, it is expected to get a wealth of information to be analyzed.

Table 2. Questions' sample

Indicators	Questions
Decreased Life Satisfaction	<ol style="list-style-type: none"> 1. What made your life satisfaction decrease after you were laid off by the company? 2. Who influenced the decrease in your life satisfaction due to being laid off by the company? 3. Can you explain why it causes a decrease in your life satisfaction? So how did you react after that? 4. At what time did you feel a decrease in life satisfaction while you were at home? 5. Where can you see when you feel you are experiencing a decrease in life satisfaction? 6. How do you deal with your decreased life satisfaction?
Work–Family Conflict	<ol style="list-style-type: none"> 1. Have you ever experienced conflict with co-workers or family members after you were laid off by the company? 2. Who do you often have conflict with? 3. Why did the conflict occur? Can explain! 4. At what time do you often experience conflict? 5. Then how do you deal with the conflict? 6. Where do the conflicts usually occur? 7. How is your relationship with your boss, co-workers and family after you are home?

- Fatigue
1. What kind of work makes you feel tired at this time while being laid off by the company?
 2. Who makes you feel tired right now?
 3. Why does the job make you tired physically, mentally and mentally? Can you describe what it looks like?
 4. When did you feel tired?
 5. Where do you usually feel tired while doing this work?
 6. How do you cope when your body feels tired or has fallen sick?
 7. Did you feel this fatigue during your stay at home? What kind of fatigue are you currently experiencing?

Name	Age	Sex	Title	
HKR	48 y.o.	Male	CEO	Key Informant (KI)
KS	39 y.o.	Female	Finance Manager	Informant 1 (I1)
AY	25 y.o.	Male	Service and Administration Staff	Informant 2 (I2)
RW	28 y.o.	Male	Clerk	Informant 3 (I3)
AV	26 y.o.	Female	Marketing Manager	Informant 4 (I4)
AS	33 y.o.	Male	Operational Manager	Informant 5 (I5)

RESULT AND DISCUSSION

It is undeniable that when employees experience furlough, there is a feeling of lack of enthusiasm for them. What's more, the experience lasts for quite a long period of time. So there needs to be another motivator that can move him to be passionate again. In the results of the interviews, researchers found interesting things and will be presented per indicator.

1. Decreased Life Satisfaction

After being dismissed, the informants seemed to have difficulty in meeting basic human needs, such as basic food and clothing. The need for clothing is the lowest level of life need, as a form of compensation for an employee's services [25]. This is in accordance with Maslow's Hierarchy of Needs theory, that one of human physiological needs is clothing [26]. Whereas physiological needs must be met first to be able to move up to the next needs. So, researchers suspect that the decrease in individual life satisfaction could be due to not or not being able to meet the needs of clothing. This also happened in this study, where the five informants gave almost the same answer, namely when they could not meet the needs that could normally be met at work. Here's their statement:

“When I feel like I can't buy clothes, I usually don't have a problem buying clothes so far” (I1)

“When I have to hold back to buy what I want, for example, it's like buying clothes that have never had a problem before” (I5)

“Usually, I can buy daily necessities and then we can't buy them because the salary is deducted from the company, sometimes I have to prioritize more important needs” (I3)

“First, I couldn't complete the needs, because before I was laid off, I could fulfill it myself, and when I was sent home, I couldn't fulfill it and we can see that I don't have the funds to complete those needs. For example, buying rice that has never had a problem buying it before” (I4)

2. Work – Family Conflict

The work-family conflict can cause a heavy burden for an individual, causing an imbalance between doing work and the role of the family that must be undertaken [27]. In this case, it will affect the individual to adapt to his environment. Work-family conflict is a form of inter-role conflict in which the role pressures of the work and family areas conflict with each other. That is, Harsiwi (2004) state participation in work roles will be made more difficult by participation in the family and vice versa [28].

So, the researcher suspects that the conflict between work and family occurs because of the pressure of the role that must be carried out in the family environment in several ways, such as the inability to do homework. In this case, it is in accordance with the interview findings where all of the informants stated that the conflict occurred at home or in the family sphere.

It seems to be supported by the following informants' statements:

“...because ya that was the problem of children's online learning” (I1)

“because of at home now, sometimes there are misunderstandings with family. Lack of communication sometimes can also cause small problems” (I3)

“.. maybe if you are with family members with a change in routine and a change in the income aspect, it becomes a bit of a conflict and must be resolved” (I4)

“sometimes I felt bored and sometimes there is a little misunderstanding with the family” (I5)

3. Fatigue

Stress and conflict due to the demands experienced in the family and the surrounding environment make a person feel physically and mentally tired, not to mention the additional burden that must be borne by individuals such as due to work environment factors and family environmental factors [29]. Fatigue is a state of decreased efficiency and resilience of a person at work. This leads to a weakening condition of the workforce to carry out an activity, thereby causing a reduction in work capacity and body resistance [30]. Therefore, researchers suspect that fatigue that occurs due to an additional burden or a new task faced by individuals, and can result in fatigue in the body. This is in accordance with the interview findings where 4 out of 5 informants feel tired when there were daily works at home. The following statements by the informants support the researcher's interpretation:

“If you are laid off for now, it is with your child, because children get online, so they feel quite tired” (I1)

“Work that is tiring at home is usually related to homework, because when it comes to office work during this pandemic, work is still rare” (I2)

“So far, what makes me tired is like cleaning the house, taking care of pets at home” (I3)

“For now, what is a little tiring is that at first I am a bit different from the usual office hour routine from 8 to 5, then suddenly I'm unemployed, which is enough to make me tired because we don't have any activities” (I4)

When associated with the concept of personal resources, the three indicators are indeed able to describe how the management of personal resources in individuals is. Therefore, researchers believe that employees' personal resources need to be managed properly. Especially it is necessary for the company to review aspects of employee satisfaction, conflict and fatigue.

Interestingly, the three indicators that describe the personal resources that exist in the employees of PT. Khilfi Anugrah Ilahiy, of the five informants, only three were quite successful in managing their own resources, by controlling the environment and conditions they experienced. Changes in way of thinking, financial management, social management and looking for other sources of income, those are some ways to control the environment. The three informants are I1, I2 and I5.

“After being laid off from the company, there really wasn't too much of a decline, because apart from work, I also have a business at home, so it doesn't have much impact” (I1)

“...then have to help my parents' business too...” (I2)

“... Sometimes I help my parents' efforts to reduce boredom while at home. Jobs like setting up aisle tents and taking care of other needs, because my parents have a business in the field of wedding organizers” (I5)

The side jobs that the informants do have made them able to manage their personal resources. Here the ability to obtain replacement for lost resources (especially income) makes them able to survive. Although the new resources that replace the lost resources are small (even tend to be few), it can still trigger informants' confidence in their future.

CONCLUSION

Based on the results of the analysis carried out, it can be concluded that the personal resource management of the five informants, which consists of life satisfaction, work-family conflict, and fatigue, has been able to be managed well by the three informants. The method used by the three informants is to use the resources available to them to manage their business, which is a substitute for their source of income.

So, the furlough policy has a psychological impact on employees, especially on the income aspect. Although they still receive a salary (with a very small value), they still experience losses that need to be addressed immediately. This condition is especially necessary for the employee to be able to overcome. However, when the company still gives trust (eg: giving assignments online), then the confidence side will still be maintained. This spirit is what the company expects of the laid-off employees.

IMPLICATION/LIMITATION AND SUGGESTIONS

The furlough policy when enacted, of course gives a negative impression to employees. Although the policy is indeed a business strategy to maintain the company's existence, the experience will leave an imprint on the employees. Therefore, companies to pay more attention to the conditions of employees who are laid off, especially in the aspect of life satisfaction. Considering that these factors are the most visible and have an impact on other factors such as conflict and fatigue, the furlough policy that is applied must pay more attention to these factors. There is also a need for company concessions for employees to pursue business outside of their role as employees. It will be a plus for the company. Employees are given the opportunity to manage other company businesses, for example opening a business which is intended so as not to reduce the employee's income.

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