

# SWOT Analysis of Innovative and Creative Human Resource Management Strategies During the COVID-19 Pandemic

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**Abstract:** The challenges of the COVID-19 has extraordinary and uncertain circumstances that are changing the economic landscape, requiring deep thinking and flexibility to manage human resources well. Companies with the right human resource management strategy during the covid19 Pandemic will have negative factors. Therefore, what is the human resource management strategy at Prima Indonesia University during the Pandemic. The purpose of this study is to identify strategic human resource management during a pandemic. This study uses research from the review results in the form of qualitative and quantitative by using the AHP method and analyzed by the SWOT matrix, namely EFAS and IFAS. The results of the study concluded that the management strategy of human resources amid a pandemic was in Quadran I. The aggressive strategy found at Prima Indonesia University as the most reliable strength, namely the availability of Information Technology assets. It focused on companies using aggressive strategy to develop to maintain the top position to cover the shortfall. The Information Technology found at the prime Indonesian universities has high quality with an IFAS value of 4.39.

**Keywords:** *SWOT, Strategic, MSDM, Pandemic*

## 1. Introduction

At the end of 2019, the new and widespread COVID-19 outbreak that originated in China and spread rapidly throughout the world, and on March 11, 2020, the World Health Organization (WHO) declared it a pandemic. As of August 25, 2020, there have been more than 23.3 million confirmed cases of COVID-19, and more than 800,000 deaths reported globally. As a result of the outbreak of COVID-19, the level of anxiety, stress and psychological problems of employees is increasing, thus developing strategies to improve physical and mental employees as well as communication mechanisms with employees, customers, and suppliers need to be recommended [1]. The biggest challenge in the COVID-19 era is global health, and because of its pervasive and constant mutation, it has left organizations experiencing volatility, uncertainty, complexity and ambiguity [2]. The historical challenges of COVID-19, given the extraordinary and uncertain circumstances and changing economy, require deep thinking and flexibility to manage human resources well [3].

Economic factors: the financial inability of the government to financially protect the country during insufficient quarantine, which in turn causes the majority of the people, who usually trade their bread, and remain active in various crowded places and business centers [4]. According to suharsimi arikunto, the object of research is the core of the research problem. The study found that human resources took an active participation in COVID-19 prevention by paying attention to the health of employees which is very important in an organization [5]. The challenges of the COVID-19 era, given the extraordinary circumstances and uncertain circumstances that are changing the economic landscape, require deep thinking and flexibility to manage human resources well [6]. In 2020 [7] found that companies that did not have the right human resource management strategy during the covid19 pandemic would have negative factors, where various cases of psychological problems were observed in shipping company employees. Therefore, organizations need to develop

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appropriate strategies to control anxiety, depression, and stress during crises such as the COVID-19 pandemic. As COVID-19 has had such a devastating effect on many organizations and companies, there has been an attempt to pinpoint the unknown challenges, strategies, and unusual decisions related to human resource management at the prima indonesia university. The many problems during the pandemic are the challenges of human resource management in the covid19 pandemic and human resource management strategies in responding to the challenges of the COVID-19 pandemic. Study This study aims to analyze human resource strategies during a pandemic to prevent negative things during a pandemic. The object of this research is the strategy of human resource management through internal factors, namely strengths and weaknesses, while from the external side of the company, namely opportunities and threats. The research was conducted at Prima Indonesia University.

## 2. Name of the section



Gambar 1. Struktur Hirarki

### AHP Analysis

The results of the research which are from data processing that combines two data processors, namely, the AHP method and swot analysis. Based on the hierarchical structure, a comparison model between elements is made based on the influence of the existing elements. This pair comparison was completed using the Analytical Hierarchy Process method, while SWOT was used to analyze the results. In previous studies, namely human resource information systems provided by different vendors, two new models of hybrid multi-criteria decision-making methods that require ordinal data as input [9]. In making decisions, it is important to know how good the consistency is because we do not want decisions based on considerations with low consistency, namely:

A. Calculate Consistency Index (CI) with the formula:

$$CI = (\lambda_{max} - n) / n \quad (1)$$

### 2.1. Method

This study uses a quantitative approach based on previous research which was narrative research, "Developing a conceptual framework for human resource management strategies based on literature findings to combat the COVID-19 pandemic". With the explanation above, the researcher tries to complete the research results from qualitative to quantitative, where the SWOT analysis is used to analyze strategic human resource management during a pandemic. The data analysis method used in this research is AHP (Analytic Hierarchy Process) analysis followed by SWOT analysis with IFAS (Internal Strategic Factors Analysis Summary) and EFAS (External Strategic Factors Analysis Summary).

In the theory of SWOT analysis requires a weighted value, so researchers try to use the concept of a decision support system (DSS) / Decision Support System (DSS), with one method, namely the Analytical Hierarchy Process (AHP) [8], where by having a detailed structure, namely:

Where n = number of elements  
 B. Calculate the consistency ratio / Consistency Ratio (CR) with the formula:

$$CR = CI / RC \quad (2)$$

Where:

CR = Consistency Ratio

CI = Consistency Index

IR = Random Consistency Index

### SWOT Matrix

According to Rangkuti (2009), theto identify various factors systematically to formulate corporate strategy, where each company must be able to maximize every strength and opportunity and minimize weaknesses and threats. This approach tries to balance the internal strengths and weaknesses of the organization with the opportunities and threats of the organization's external environment. This approach suggests that the organization's first issue should be

carefully and thoroughly analyzed. The SWOT matrix will be used to determine the development strategy. The SWOT matrix consists of four types of business development strategies, including: [10].

- a) The SO (strengths-opportunities) strategy maximizes the strengths of the internal environment to take advantage of opportunities in the external environment.
- b) The WO (weaknesses-opportunities) strategy can improve the weaknesses of the internal environment by maximizing the opportunities obtained from the external environment.
- c) ST strategy (strengths-threats), using the strengths they have to minimize the influence of threats from the company's external environment.
- d) WT () strategy weakness-threats is a defensive tactic to reduce the influence of weaknesses in the internal environment and avoid threats from the external environment.

To determine the value of factors in making a SWOT matrix based on internal and external factors, where internal factors are strengths and weaknesses while external factors are opportunities and threats. And each criterion is made a column so that it can sort out the criteria to be given a weight ranging from 0.0 (not important) to 1.0 (very important), each criterion

point can have a significant effect on the strategy that will be used. The rating value is based on the reality in the field that can affect the condition of the company, the rating of the opportunity factor is positive (the value of a small opportunity is given a rating of +1 and an opportunity value. Each criterion is made a column so that it can sort out the criteria, then each criterion is given a starting weight from 0.0 (not important) to 1.0 (very important), each criterion point can have a significant effect on the strategy to be used. Next, calculate the total rating for each criterion so that a scale is obtained, starting from 1 (poor) to 4 (outstanding). After getting the results of the calculation of factor values from IFAS and EFAS, the next step is to make a Cartesian diagram to position the current condition of the company

**2.2. Result**

In general, as follows:

From the questionnaire filled out by the Human Resources section, the weight of the level of risk between stakeholders is shown as follows: The results of the perception are symbolized n with a value (X) where X is the Criteria of the Components, for example: X1= Flexibility.

Table 1. Perception Results According to Human Resources

Components	Perception	Value Priority
Flexibility	X <sub>1</sub>	0.22
	X <sub>2</sub>	0.14
	X <sub>3</sub>	0.09
	X <sub>4</sub>	0.16
	X <sub>5</sub>	0.17
	X <sub>6</sub>	0.07
Resource availability	X <sub>1</sub>	0.31
	X <sub>2</sub>	0.14
	X <sub>3</sub>	0.38
	X <sub>4</sub>	0.18
Provide training to employees	X <sub>1</sub>	0.24
	X <sub>2</sub>	0.32
	X <sub>3</sub>	0.16
	X <sub>4</sub>	0.28
Participation, development with innovative methods	X <sub>1</sub>	0.14
	X <sub>2</sub>	0.09
	X <sub>3</sub>	0.10
	X <sub>4</sub>	0.15
	X <sub>5</sub>	0.11

	X <sub>6</sub>	0.13
Providing innovative activities	X <sub>1</sub>	0.41
	X <sub>2</sub>	0.29
	X <sub>3</sub>	0.29
Staff safety procedures in working conditions	X <sub>1</sub>	0.16
	X <sub>2</sub>	0.28
	X <sub>3</sub>	0.27
	X <sub>4</sub>	0.29
Manager commitment	X <sub>3</sub>	0.03
Policy in decision making	X1	0.25
	X2	0.75

IFAS Internal Strategic Analysis Summary  
Tabel 2. *Internal Strategic Analysis Summary*

Internal Environmental Factors	Weight	Rating	Value
<b>STRENGTH:</b>			
workspace	0.09	2	0.18
regular procedure is no boundary between work and home	0.07	3	0.21
Provide sufficient resources such as IT assets	0.3	3	0.9
Creating an intimate atmosphere with employees	0.21	2	0, 42
Manager participation in pandemic prevention meetings	0.3	2	0.6
Creative employee engagement strategies	0.26	3	0.78
Provide logistical support for new employee IT infrastructure	0.29	2	0.58
Virtual processing program	0.13	3	0, 39
Providing online meetings	0.3	3	0.9
Develop employee skills by creating a user-friendly virtual platform.	0.23	2	0.46
Create a strategy in policy to comply with health protocols	0.15	3	0.45
Compliance with safety protocols by employees	0.25	3	0.75
Create a cloud platform downloaded via mobile	0.19	1	0.19
			6.81
<b>WEAKNESSES</b>			
Flexibility	0.22	3	0.66
Employee virtual work cycle	0.16	2	0.32
Formal communication on WhatsApp between managers and employees	0.13	4	0.52
Relationship of customer network to organizational network	0.17	1	0.17
Use of potential and joint skills	0.16	3	0.48
Have a motto	0.09	3	0.27
			2.42

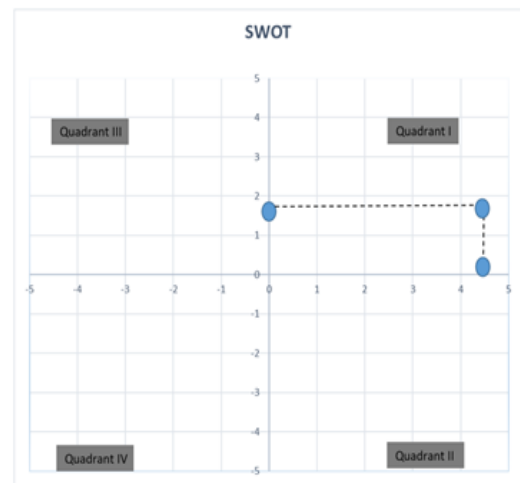
EFAS Analysis (External Strategic Analysis Summary)  
Table 3. External Strategic Analysis Summary

Internal Environmental Factors	Weight	Rating	Value
<b>Opportunity:</b>			
Virtual education Health care methods	0.27	3	0.81
Participate in motivational sessions	0.12	5	0.6
Work remotely and from home	0.14	2	0.28
Stress management in uncertain situations	0.25	3	0.75
Obligations of administrative managers to take pandemic precautions	0.25	4	1
Transparent and empathetic communication with employees	0.3	3	0.9
Create campaigns	0.09	2	0.18
			4.52
<b>THREATS</b>			
Encourage employees to work from home	0.17	4	0.68
Communicate continuously with senior managers	0.09	3	0.27
Employee interaction and communication with managers	0.15	3	0.45
Provide virtual games every week,	0.2	0,2	0.2
Virtual communication with employees such as entertainment club	1.55	1.55	1.55
			3.15

From the results in the IFAS matrix table, the total strength score is 6.81 and the total weakness score is 2.42. While in Table 3 the EFAS matrix obtained a total score of 4.52 for opportunities and 3.15 for threats. The results are then entered into the Internal and external matrix table as presented in Table 4.

IFAS		EFAS	
Category	Sub Total	Category	Sub Total
Strengths (S)	6,81	Opportunities (O)	4,52
Weaknesses (W)	2,42	Threats (T)	3,15
Total (SW)	4,39	Total (OT)	1,37

The presence of the number of weight values, rating and a score of each of the components that were analyzed, the next stage is to establish a grand strategic matrix of two (2) internal environment and the external environment, as follows:



This quadrant illustrates that the procedures and strategies of business organizations that have high profit potential and thus form a high strategic position. Thus, growth-oriented strategic organizations that are in this quadrant generally have a significant growth rate, so that strategic and growth lead to the need to maintain an existing position. This position is in accordance with the quadrant I position, which is a very profitable position situation. The business has opportunities and strengths so as to maximize the opportunities that exist. The strategy implemented is quite strong, a strategy with a favorable location in support of an aggressive growth policy (Growth Oriented Strategy). The aggressive strategy found at Prima Indonesia University as the most reliable strength is the availability of Information Technology assets and the need for logistical support. With the Information Technology found at the Indonesian Prime University, it has high quality.

### 3. Conclusion

The AHP (Analytical Hierarchy Process) method can be used as a tool for weight values. And based on the results that have been tested on internal and external factors using SWOT analysis, it can be concluded that Prima Indonesia University is in quadrant I (Strengths and Opportunities) so that it focuses on the company to use aggressive strategies where to develop in order to maintain the top position which aims to cover the shortfall.

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