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Analysis of Employee Productivity of PT Pelindo Regional I Belawan After and Before Remote Working

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Abstract: Remote Working work system at PT Pelindo Regional I Belawan, and measure the comparison of employee productivity. This research uses a comparative qualitative approach with a focus on individuals and research subjects. Data collection methods used include in-depth interviews, observation and documentation. Data interpretation is carried out in stages, starting from data collection, data reduction, until reaching the final conclusion. Research findings show that implementing this work system has a significant impact. Employee productivity experienced a decline at the start of Covid-19 in 2020-2021 and improved again in 2022-2023 and received this category. From employee evaluation data each year including work results, time discipline, competence, attitudes, knowledge and skills required, PT Pelindo Regional I Belawan has succeeded in facilitating employees with adequate technology so that employee productivity in implementing the Remote Working system increases.

Keywords: Employee Productivity, Analysis of Productivity Changes, Remote Work System.

INTRODUCTION

During the Covid-19 pandemic, human resources have become an important thing that a company needs to pay attention to. This aims to ensure that the company's human resources are able to contribute optimally in achieving organizational goals during the spread of Covid-19 which endangers every employee. The spread of the Covid-19 virus at that time was increasingly worrying, it had even developed in office areas (Prastyani & Muslimah, 2021). who also emphasized that covid-19 is an emergency internasional. The digitalization trend is becoming a new business trend to develop and survive in the midst of the crisis caused by this pandemic (Nurbaiti, 2020). Likewise at PT PELINDO REGIONAL I BELAWAN which experienced the impact of Covid 19. This has definitely affected employee productivity during the implementation of office area restrictions. Since 2020 PT PELINDO REGIONAL I BELAWAN has implemented a remote working system in its company operations. Remote Working is labor performance carried out outside the employer's location or other separate structural unit, whether in another area, outside the workplace, area or stationary facility. This

performance remains under the control of the employer and involves the use of information and telecommunications to perform job functions as well as for interactions between employers and employees regarding network performance issues, including the internet, and public communications networks (Nuriskia & Nugroho, 2022). The aim is to maintain employee productivity. Employee productivity is one of the measuring tools for companies in assessing the work performance achieved by their employees. Productivity is also a comparison between the results of an employee's work and the sacrifices that have been made (Tsauri, 2013).

According to Olson, (1983), telework refers to organizational work outside of standard office space and time. Remote working, also known as telecommuting, has evolved from electronic homeworking to names such as 'teleworking', 'remote work', or 'out-of-office work'. According to Konradt, Schmook, and Malecke, it is a method of working outside the conventional office, using telecommunications and information services, characterized by a workplace outside the office, a flexible schedule, and the use of modern communication technologies (Anggraeny & Hidayah, 2021). There is formal and informal remote work, The difference between formal and informal flexible work lies in the way it is organized. Formal arrangements involve organizational policies and written requests from employees that are considered by managers and HR departments. Meanwhile, informal arrangements arise through discussions or negotiations between employees and their managers, especially regarding the flexibility of working hours or remote work, without changes to the official employment contract (Menezes & Kelliher, 2016). Handoko's (2011) statement states that both formal and informal work need to pay attention to factors that affect productivity, such as education level, discipline ability, motivation, health, income level, social security, industrial relations, technology, production facilities, management and achievement opportunities (Baiti et al., 2020).

In Islam the importance of productivity is also explained. The Qur'an presents verses that discuss productivity as part of Allah's guidance, namely Allah's words in QS Al-Ashr verse 3 and QS Yusuf verse 55.

إِلَّا الَّذِينَ آمَنُوا وَعَمِلُوا الصَّالِحَاتِ وَتَوَّاصَوْا بِالْحَقِّ ۖ وَتَوَّاصَوْا بِالصَّبْرِ

Meaning: "There is none except those who believe, do good deeds, and encourage each other towards truth and patience" (QS Al-Ashr: 3)

قَالَ اجْعَلْنِي عَلَى خَزَائِنِ الْأَرْضِ إِنِّي حَفِيظٌ عَلَيْمُ

Yusuf said: "Make me a treasurer of Egypt, indeed I am an expert in guarding and have extensive knowledge" (QS Yusuf: 55).

Islam teaches that in carrying out productivity employees must be trustworthy, being trustworthy means being fully responsible in carrying out their duties and obligations. Trust is reflected in openness, honesty, providing the best service, and trying to do the best in everything and must based knowledge . Religion requires knowledge knowledge and science knowledge still It requires religion to be practiced No bring disaster in life man (Marliyah, 2023). The characteristic of trust must also be possessed by every believer, especially those who work in the field of community service (Fathoni & Ghozali, 2017).

PT Pelindo Regional 1 is a company owned by the Indonesian government which focuses on the logistics sector, especially in management and port development and began operations on 10 February 1985. In 2020 Pt Pelindo 1 implemented several digitalizations such as IGMT, CTOS, and e-berthing to facilitate company access. Its new existence in the *Remote working trend* can influence work dynamics and life patterns. Currently, this company manages 94 ports in 32 provinces of Indonesia. From West Sumatra to West Java, Pelindo is one of the important state-owned companies, where every port it manages plays an important role in the international trade network based on sea transportation. PMT is

determined to become the main provider of multipurpose and cargo terminal services in Indonesia with the tagline Indonesia Connectivity Champion, in order to support national development acceleration programs and government policies, especially in the maritime toll program, to strengthen national connectivity, efficiency of logistics costs, and increase competitiveness in Indonesia (Laia & Dewi, 2023).

In 2020, before Remote Work existed, employees worked conventionally in the office (Pelindo, 2023). Based on preliminary studies, a conventional work system would potentially cause problems, including limited flexibility and limited collaboration, in 2018-2020 there were 100 divisions in the Pelindo Regional I Belawan organizational structure.

From 2020 to 2023, there will be a shift in working after the implementation of remote work. Since the introduction of Remote Working, some of the company's problems include difficulties in managing teams directly, lack of social interaction in the workplace, and the potential for decreased productivity if there is no adequate supervision. It makes it difficult for companies to measure employee productivity objectively without direct supervision. There are 111 divisions in PT Pelindo (PT Pelindo Directors, 2021), 11 additional divisions after implementing the Remote Working Work System at Pt Pelindo Regional I Belawan, and as many as 255 employees work remotely. Therefore, a necessary analysis is conducted to evaluate employee productivity after remote work.

METHOD

In this research, researchers will use a comparative descriptive research method with a qualitative approach. The aim of this research is to compare conditions before and after the implementation of the *Remote Working* work system on employee productivity.

Population and Sample

Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. (Sugiyono, 2013). Meanwhile, the sample is part of the population to be studied (Djarwanto, 1984). The population in this study were all Remote Working employees of Pt Pelindo Regional I Belawan, totaling 255 employees. Data collection from the research sample used purposive sampling, where the sample is part of the number and characteristics of the population of Remote Working employees of Pt Pelindo Regional I Belawan who have the criteria of being Remote Working Employees' Bosses and have policies regarding Remote Working work, from criteria the so sample study determined as follows :

- a. Deputy Branch Manager = 1 person
- b. Operational Supervision staff = 1 person
- c. Young Staff 3 Regional 1 = 1 person
- d. Junior Officer 1 Regional HR Services 1 = 1 person
- e. Operational Coordinator = 3 people
- f. Foremen = 2 people

Data collection technique

Observation

In conducting observations, researchers used a non-participant observation approach. In this type of observation, the researcher does not interact directly with the subject being observed, but only acts as an independent observer.

Interview

Researchers will conduct in-depth interviews with several relevant sources or informants. Researchers will utilize documentation in the form of notes, archives, images,

recordings and other important documents to analyze the contents of relevant documents in this research.

Data analysis

In this research, the data analysis technique used is comparative analysis for comparison conditions before and after implementing its working system Remote Working and analysis interactive from Miles and Huberman (Farida, 2008) Interactive data analysis techniques have three main components: data reduction, presentation, drawing conclusions and verification. These three components must be considered in the analysis of qualitative data because the interaction between them must continue to be considered to determine the direction of the content of the conclusions, which are the final results of the research.

RESULTS AND DISCUSSION

Implementation of the Post Covid-19 Remote Work System at PT Pelindo Regional I Belawan

Remote Working is important to discuss considering the article of Law Number 13 of 2003 concerning Employment (UU RI No. 13 of 2003) and also Law Number 11 of 2020 concerning Job Creation (Job Creation Law) does not clearly mention about work *Remote Working* (UU No. 11 of 2020) because the two laws do not differentiate between remote workers and workers generally doing work from the workplace or office. implementing the work system after implementing Remote Working, there are several differences that occur in employee productivity. This is proven by data obtained in 2020, namely issues of time discipline, how employees work, and technical work implementation.

Facing the coronavirus in 2020, PT Pelindo employees continued to carry out their duties by complying with the provisions of working days and times and implementing health protocols. Apart from that, the company also made changes to Marger and restructuring by dividing PT Pelindo 1 into Pelindo Multi Terminal; the difference is that SPMT is in charge of the field section, and Regional I is in charge of the office section. Due to changes to the new work program, Pt Pelindo Regional 1 employees have taken good actions to avoid the occurrence of Covid-19, including by using disinfectant liquid in several public locations around their work area, distributing necessities to the local community and coordinating with related parties. Party to the process of Inspection and quarantine. In implementing the new normal, PT Pelindo uses a digitalization system to provide more accessible port services for service users. Requests for services at Pelindo Regional I Belawan can be made via the Indonesia Gateway Master Terminal (IGMT), accessed via the Pelindo web portal, which is also available at every port branch during the Covid-19 pandemic. Based on the results of the author's interviews with informants, the impact of implementing the Remote Working system quickly, which will definitely have an impact, can be divided into two, namely positive impacts and negative impacts, namely as follows:

Table 1. Positive and Negative Impacts

Positive :	Negative:
Technological developments impact employees.	Employees tend to do multitasking.
The use of the Remote Working work system encourages the digitalization of work support systems.	It is necessary to add additional internet costs to support the implementation of Tasks.
Loss of travel time can increase employee work effectiveness.	Difficulty in measuring employee productivity.

Working outside the office provides the opportunity to spend quality time with family.	There are no clear time limits on working hours and Morale decreases.
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Source: positive and negative impacts of remote working

Apart from the impacts arising from implementing the Remote Working work system, there are also challenges that hinder its implementation. Based on the interview results, additional challenges include problems related to networks and communications.

Working time and days

To increase work efficiency and as a measure to prevent the spread of Covid-19 in the office environment, Pt Pelindo Regional 1 Belawan implemented a new work system so that employees remain disciplined, according to work discipline. Soetrisno (2009) is a tool used by managers to communicate with employees so they are willing to change behavior to increase awareness in complying with all company rules and applicable norms. The Remote Working work system has changed the original working hours in the office from work start time, namely 09.00 WIB to 17.00 WIB and after working with the Remote Working system the time becomes flexible, employees can work anywhere without a time limit, just complete the work on time which is determined . Since the beginning of the Covid-19 pandemic until now, PT Pelindo is still implementing a remote work system or working outside the office. The following is the work schedule in the office and outside the office:

In the office

Table 2. Office workday schedule

Working days	Come to work	Break Is Coming	Home from work
Monday	09.00 WIB	12.00-13.00 WIB	17.00 WIB
Tuesday	09.00 WIB	12.00-13.00 WIB	17.00 WIB
Wednesday	09.00 WIB	12.00-13.00 WIB	17.00 WIB
Thursday	09.00 WIB	12.00-13.00 WIB	17.00 WIB
Friday	09.00 WIB	12.00-13.00 WIB	17.00 WIB

Source: Pt Pelindo Regional 1 Belawan (data reprocessed in 2023)

Outside the office

Table 3. Workday schedule outside the office

Working days	Come to work	Home from work
Monday	Flexible	Flexible
Tuesday	Flexible	Flexible
Wednesday	Flexible	Flexible
Thursday	Flexible	Flexible
Friday	Flexible	Flexible

Source: Pt Pelindo Regional 1 Belawan (data reprocessed in 2023)

Technical Implementation of Remote Working

Work unit leaders are responsible for smoothly implementing tasks in remote work. They will determine the work schedule for their employees through a memorandum. The attendance method initially used handprint was replaced with an online electronic attendance application called IGMT. Employees who work remotely must prepare daily work progress reports that are documented via email or other communication platforms. Providing flexible working hours outside the office will increase comfort at work (Kłopotek, 2017).

The Standard Operational Procedure (SOP) Policy for Remote Working Employees at PT Pelindo Regional I Belawan that is :

- Follow the schedule as determined by the respective division superiors.
- Make daily reports to direct superiors

- c) If you are required to be physically present for work purposes, you are still required to be present.
- d) If there is a task to enter the office, you are required to follow the Company's standard operational entry and exit procedures.

Employee productivity before and after Remote Working at PT. Pelindo Regional I Belawan

Based on the results of interviews with the deputy branch manager of PT. Pelindo Regional I Belawan research data was discovered by the author on November 1 while conducting research at PT. Pelindo Regional I Belawan, regarding employee productivity before and after implementing the Remote Work System, it appears that employee productivity has a significant influence on activity and effectiveness company . Effectiveness is capacity For correct instrument for achievement of existing targets (Dharma & lubis, 2022). Good productivity results help maintain high morality and loyalty between superiors and employees. Productivity can also be interpreted as an employee's ability to complete tasks according to predetermined standards, with the required completeness and speed, becoming a key factor in increasing the efficiency and effectiveness of the use of human resources in a company (Ira & Dewi, 2019). the organizational dimension assesses quality in the context of the technical relationship between input and output. From this perspective, increasing productivity does not only focus on quantity but also quality (Nawawi & Lubis, 2023)

Employee productivity before and after working remotely at Pt Pelindo Regional 1 Belawan varies depending on various factors, such as type of work, work environment, and level of support from the company. Some employees experience increased productivity due to time flexibility and a more comfortable work environment, while others may experience a decrease due to lack of direct supervision and lack of social interaction. It's important to implement the right strategies to ensure employees stay connected, organized, and focused while working remotely.

Productivity can be measured by paying attention to the amount of output produced by staff, we can evaluate their productivity, according to the opinion of Umar (2008) in (Prastyani & Muslimah, 2021). Soetrisno (2009) states that work productivity is a comparison between the total work output determined to create a product and labor. To evaluate employee work productivity, there needs to be indicators used, namely:

- a. Skill
Employees increase professionalism in their work by being equipped with the skills to complete the tasks given.
- b. Performance improvements
Striving to improve the results achieved to increase the Company's productivity and produce more at work.
- c. Work motivation
Keep trying to improve performance from previous results, encouraging employees to evaluate and improve themselves.
- d. Personal development
Employees continue to develop themselves to improve their work results with their
- e. Quality
Continuous efforts to improve quality, provide the best results for the Company and increase productivity.
- f. Efficiency
Compare the use of resources with the results achieved during the work process.

Analysis Productivity Employees of Pt. Pelindo Regional 1 Belawan related with a Remote Working system:

- a) Pt Pelindo Regional 1 Belawan has implemented carefully designed rules to regulate employee work discipline. The office attendance system uses fingerprints, but after working outside the office, it uses the IGMT application which is equipped with GPS
- b) Remote working employees when given assignments by the leadership at work, employees carry out responsibilities for their respective duties. Although often experience constraint Employees still have to complete it well.
- c) Employees of Pt Pelindo Regional 1 Belawan strictly comply with the regulations within the Company, especially for Remote Working employees who have flexible work schedules . This matter demanding that they be able to focus more on running tasks them .
- d) The implementation of Remote Working has brought significant changes. Previously, work in the office often relied on manual systems that were easy to operate, but now employees have to adapt to using new applications. They also need to be skilled at managing work time and taking care of the house at the same time.
- e) "There are no employees who work outside the office who have been given SP 1. Within the company ethics and morality are highly upheld, so no employee has yet been given SP 1 for violating company regulations."
- f) Entire employees of PT Pelindo Regional 1 Belawan , both those who work inside or outside office, required understand policies given by superiors. Currently, all over Pelindo employees understand policies implemented, however Yesterday happen decline Because they currently adapt with trend Remote Working.

Comparison of Employee Productivity Before and After Remote Working at PT. Pelindo Regional I Belawan

Based on information obtained from sources, there is a comparison of employee productivity at Pt Pelindo Regional I Belawan before and after implementing Remote Working. Among them are:

- a. Trends have changed, absent employees use fingerprints and now use the IGMT application which is equipped with GPS for ensure discipline employee.
- b. Remote Working employees have greater responsibilities than office employees, such as responsibility for company data security because every job they are assigned must be able to handle themselves.
- c. Remote working must be proficient in using new applications and smart in handling time and home to increase productivity.
- d. Time is more flexible so that it can increase productivity for employees who can manage their working time flexibly, reduce distractions and increase focus.

From comparison that, you can found consequence good and bad to productivity employees who apply Remote Working.

Table 4. The following is an assessment of employee work results for 2019-2023 PT. Pelindo Regional I Belawan

Year	Element	Target (%)	Realization (%)	Category
2019	The annual work plan			
	1. Announce the results of the work	(90%-100%)	80	Good
	2. Quality, Cost, Time Limit	(90%-100%)	82	Good
	Average		81	Good
	Competence			
	1. Required Competencies	(90%-100%)	85	Good
	2. Attitude, knowledge and skills	(90%-100%)	90	Very good
	Average		87.5	Good
2020	The annual work plan			

	1. Announce the results of the work	(90%-100%)	75	Good
	2. Quality, Cost, Time Limit	(90%-100%)	68	Development
	Average		71.5	Development
	Competence			
	1. Required Competencies	(90%-100%)	75	Good
	2. Attitude, knowledge and skills	(90%-100%)	68	Development
	Average	(90%-100%)	71.5	Development
2021	The annual work plan			
	1. Announce the results of the work	(90%-100%)	75	Good
	2. Quality, Cost, Time Limit	(90%-100%)	68	Development
	Average		71.5	Development
	Competence			
	1. Required Competencies	(90%-100%)	75	Good
	2. Attitude, knowledge and skills	(90%-100%)	68	Development
	Average		71.5	Development
2022	The annual work plan			
	1. Announce the results of the work	(90%-100%)	80	Good
	2. Quality, Cost, Time Limit	(90%-100%)	85	Good
	Average		82.5	Good
	Competence			
	1. Required Competencies	(90%-100%)	70	Development
	2. Attitude, knowledge and skills	(90%-100%)	85	Good
	Average		77.5	Good
2023	The annual work plan			
	1. Announce the results of the work	(90%-100%)	80	Good
	2. Quality, Cost, Time Limit	(90%-100%)	85	Good
	Average		82.5	Good
	Competence			
	1. Required Competencies	(90%-100%)	89	Good
	2. Attitude, knowledge and skills	(90%-100%)	95	Very good
	Average		92	Very good

Source: PT. Pelindo Regional I Belawan

Explanation size productivity in table 4:

The very good category is achieving annual work plan targets between 90%-100%. Achievement of most of the annual work plan targets between 75%-89% is in the good category. The achievement has yet to be achieved. Most of the annual work plan targets, between 75%, fall into the development category.

In Table 4, the level of employee productivity at PT can be seen. Pelindo Regional 1 Belawan experienced an increase in productivity from 2019 to 2023. Even though it experienced a decline in 2020-2021 due to the adaptation process, employees still tried to deal with changes in the work system. They succeeded in increasing productivity in 2023 until it was categorized as Very good.

Based on the findings of PT's Remote Working system. Pelindo Regional 1 Belawan, researchers concluded that discipline, expertise, and knowledge are important things in a company to achieve productivity in the work environment. A Remote Working System must support discipline. With this method, a capable application can monitor disciplined employees.

The research results show a comparison of employee productivity among those who previously worked in the office and those who worked outside the office at PT. Pelindo Regional 1 Belawan is still considered positive, even though productivity initially decreased at the start of the Covid-19 pandemic, but after adapting, employee productivity slowly increased again. In 2023, the assessment will be very good for PT employees. Pelindo Regional 1 Belawan has successfully implemented the Standard Operational method

according to the agreement, which helps employees understand how to work outside the office and improve their skills and knowledge. Productivity in the last year was also considered very good, with enthusiastic employees carrying out their duties, making work more efficient and effective. Employee knowledge and skills are also considered good. Based on this analysis, the implementation of a new work system, namely remote work, can help employees carry out their duties and work well.

CONCLUSION

PT Pelindo Regional 1 Belawan implements a new work system by implementing Remote Working and office working hours from 09.00 WIB to 17.00 WIB while remote employees have flexible working hours. It allows employees to work from anywhere without time constraints, focusing on completing work according to a predetermined schedule. Even though it started during the COVID-19 pandemic, the Remote Work system is still maintained today. Employees who work remotely must make daily work progress reports documented via email or other communication channels.

Based on the results of interactions with employees through observations, interviews and data analysis carried out with PT Pelindo Regional 1 Belawan employees, the impact of remote working on employee productivity at PT Pelindo Regional 1 Belawan. There will be a decrease in productivity from 2020 to 2021 and an increase from 2022 to 2023 after remote work. Although there are several challenges in adapting to remote working, such as difficulties in communication and team coordination, these can be overcome well with the use of appropriate technology.

Remote working also provides additional benefits, such as saving time and travel costs, which can indirectly improve employee welfare. Therefore, the implementation of remote working at PT Pelindo Regional I Belawan has positively impacted employee productivity.

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