

## ANALYSIS OF TASK MANAGEMENT IN INCREASING EMPLOYEES PRODUCTIVITY DURING PANDEMIC AT PT. MANDALA FINANCE TILAMUTA BRANCH

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### ABSTRACT

As for the purpose of this research is the analysis of task management in increasing employee productivity during the Pandemic Period at PT. Mandala Finance Tilamuta Branch.

This research method uses three data collection techniques, namely observation, interviews, and documentation.

The results of the study indicate that the management of tasks in the division of labor has not been able to give an effect on employee productivity. The workload has not been able to have an effect on employee work productivity. This is because the billing department has a workload such as billing customers who have different characters and conditions that are not possible, such as the current covid19 pandemic. Task management in work placements has not been able to have an effect on employee work productivity. Because this is due to the physical condition and age of employees, especially during a pandemic like this, of course, one must have a strong immune system in order to achieve employee work productivity.

**Keywords:** Task management, Productivity, Employees, Pandemic.

### INTRODUCTION

During the current Covid-19 pandemic, many companies have been affected, one of which is the financing company PT. Mandala Finance in Tilamuta District which requires them to enforce a work from home policy. The implementation of this policy requires the company to change the design of the work carried out before the virus outbreak. For this reason, the company carries out human resource management in order to achieve high work productivity so that it can encourage performance company in total.

Human resource management is something that the company pays attention to in order to produce optimal performance. Employees are an important part in achieving goals, therefore companies must manage the company properly and correctly. When the company does not

manage properly and correctly, the performance of employees will not be realized properly. To achieve the company's mission by paying attention to employee performance through the management of tasks assigned by superiors.

Task management is the most important part of organizational activities, it involves planning, testing, tracking and reporting. Task management can help individuals achieve goals, or groups of individuals collaborate with and share knowledge for the achievement of collective goals. Task management serves as the basis for efficient workflows in an organization. Task management is to clarify the work that employees are doing. With this method, employees will always know what to do in the company. In addition, task management can be part of

process management, and can serve as the foundation for efficient workflows in the organization.

Task management is a component that is carried out by the company to achieve the goals set by the company during the pandemic. The company tries to adapt to changes such as balancing the capacity of the workforce by setting working hours or arranging office hours. Minimizing interests is the right way of managing in maintaining the effectiveness of the company as applied at PT. Mandala Finance.

From the results of an interview with one of the managers at PT Mandala Finance Tilamuta Branch that where the lack of employees in the company causes a decrease in the company's achievement targets, this is due to the division of labor and employee work placement. The division of work is based on working time, where before Covid19 the working hours of employees started at 08.00 - 17.00 WIB, after Covid19 the working time of employees started at 09.00 - 16.00 WIB. The division of labor based on work placement during COVID-19 the company made changes to the position design of Mandala Finance employees based on the abilities, skills and education of employees. while the division of labor based on the employee's work specialization is carried out by changing the position design according to the special skills and skills of the employee. For employee work placements after Covid19 based on background, the company made changes to the position design so that it was relevant to the position occupied by the employee. and work placement based on work experience, changes to the company's position design are made so that employees work based on their experience. Meanwhile, the work placement is carried out by changing the position design based on the physical health condition and age of the employee so that the company's target achievement during the COVID-19 pandemic can be achieved.

Therefore, this company really needs task management to optimize the work done by employees who have been laid off during the pandemic. The layoffs carried

out by the company are one of the task management steps to balance the company's income and expenses. Layoffs are the end of the relationship between employees and the company because of problems that exist within the company so that the work rights and obligations of employees end. In the current pandemic period, PT. Mandala Finance has laid off a lot of employees, resulting in an impact on the company and a decrease in employee morale. There must be countermeasures from the company in order to improve morale.

Productivity is a problem related to the productivity of employees in the company, this problem is an issue that continues to occur in companies that program human resources that continue to have problems within the company. There are aspects from inside and outside the company that support work productivity to be ineffective and efficient in a company. In the face of Covid-19, in this case one of the marketing staff said that in increasing employee productivity, they must re-implement task management within the company.

To increase employee productivity in the company, it is not only about work and skills to carry out work, but also concerns the conditions or circumstances at work and a cooperative relationship is established within the company.

Observations and interviews with employees at PT. Mandala Finance that where employee productivity has decreased due to the Covid 19 pandemic. During this pandemic it can cause a decrease in employee productivity caused by several factors, namely the number of employees being laid off makes work in the company pile up and when billing consumers the company provides a suspension /delay on billing to consumers.

Management is a typical process of planning, organizing, actuating, controlling, namely to achieve the utilization of human resources in the organization<sup>[1]</sup>.

Management, namely planning, organizing, controlling and controlling activities aimed at coordinating sources within the company that produce maximum services and products <sup>[2]</sup>.

Management is a work activity in carrying out effective and efficient coordination through other intermediaries [3].

From the description above, that management is the process of achieving goals based on the application of management functions and work processes carried out by human resources.

The function of management is to solve problems that exist in organizations that are not organized and neatly arranged. Management can be used in all company activities. If the company is able to form management, if there is a mess around it then feel uncomfortable when you see it. Because management helps the company to overcome all problems. Management functions are as follows:

a. Planning

Planning can be interpreted as a process for defining the organization, where the organization makes a plan to achieve goals and develop organizational work activities. Planning is the most important thing for the management function without planning other functions will not run well. [4]. Managers must be able to balance planning and other management functions so that organizational goals can run effectively [5].

b. Organizing

Organizing is one of the management functions related to planning or a dynamic process, while organization is a static tool or container. Organizing is determining the work that must be done, grouping tasks and dividing the work for each employee. Organizing is the second function of management that is carried out directly from the basis that has been made by good planning.

c. Briefing

Directing is a term that is often known as supervision and mobilization is the most important management function in the management process.

Directing is getting all group members to work together and work sincerely in order to achieve planning and organizing goals.

d. Control

Control is the last function of the management function. Control in the organization is a job to achieve organizational goals. In organizational control, the problem is changing autocratic and corrective thinking patterns to be creative and constructive.

The elements of management are as follows:

a. Man

Humans are people who carry out management functions in operations for the organization, humans are human resources who must owned by the organization. In human management it is most needed, because humans make goals and carry out processes to achieve organizational goals.

b. Money

Money is an element that cannot be ignored, because money is capital to be used in implementing predetermined programs and plans, money is also a medium of exchange and a measure of value such as buying tools and raw materials and paying wages and other things. Therefore money is the most important tool in achieving goals because everything must be calculated rationally.

c. Material

Materials, namely the raw materials needed can consist of materials such as in progress and finished materials in initial operations to produce goods and services. To achieve good results in the organization, besides humans who are experts in their fields, they must also be able to use materials as a means. Humans and raw materials are difficult to separate because without raw materials, production activities will not achieve good results.

d. Machine

Machinery is a technology used to assist operations in producing goods or services. Machinery is used to provide convenience and to generate large profits and create work efficiency. The application of this machine technology

can increase capacity in the process of producing goods or services.

e. Method

The method is a technique used in facilitating the work of managers to realize operational plans. The method is also said to be determining the way in which work is carried out in a task by giving various considerations to the goals, available facilities and the use of time, money and business activities.

f. Market

The market is a place where the production of goods and services enter to make money and also return investment to get a profit from the sales where the organization distributes its products.

The division of labor is an analysis of the position in determining the work to be done and who must perform the task. The division of labor is an effort to create quality performance from the work in the company. If the changes in human resources are able to do the job clearly and have no other role that hinder the process of achieving its performance.

The division of labor is a grouping of tasks and jobs or activities in a work unit based on the strength of the work relationship. Division is a specialized job for each person so that members of the organization are responsible for carrying out limited tasks, not all tasks.<sup>[6]</sup> The division of labor contains details and grouping of tasks that are related to each other carried out by certain people <sup>[7]</sup>.

From the three experts above, namely the division of labor, namely work that is specialized in grouping tasks for employees who are in the organization and must be responsible for work that is based on individuals and groups within the organization.

Indicators of the division of labor<sup>[8]</sup>. As follows :

1). Employee placement

Placement of employees, namely where every employee who is placed based on his ability, expertise and education must be in accordance with

his abilities because inaccuracies in placing employee positions will have an impact on the way the work being carried out is not smooth and less than optimal.

2). Workload

Workload is a task that is assigned to employees to be carried out and is borne by the organization to employees.

3). Job Specialization

Job specialization is the division of labor based on special expertise and skills.

Job placement is an assignment and filling of positions or reassignment to employees in different assignments or new positions. Work placement is one form of filling positions for employees, so work placement is one of the best forms in determining employee positions.

Placement, namely grouping employees in certain jobs, this must be for new employees <sup>[9]</sup>.

Placement is the assignment of tasks and work to workers who pass the work placement which is carried out according to what is determined, and is able to take responsibility for all risks, as well as the tasks and work assigned.

Job placement is placing employees in jobs that match their skills and knowledge, the process of knowing the character and requirements needed to do the task.

From the three opinions above, it can be concluded that placement is placing, matching, and then comparing the conditions possessed by employees for the requirements of a position and work.

1) **Job Placement Indicator**

The placement of employees shows the principle of placing a person in the right place in the right position. <sup>[10]</sup>.

Indicators in placement consist of:

a. Educational background

Educational background is an indicator that reflects a person's ability to complete work. With this educational background the positions occupied by employees can be clearly identified and able to complete work properly and correctly.

b. Experience

Work experience gives a tendency because the person concerned has relatively high expertise and work skills. With this, the placement of employees in the right position between their education and experience is related to each other.

c. Physical health condition

In placing employees, it is necessary to pay attention to the physical condition of employees. Because this physical health condition can interfere with work activities in the organization, when employees experience illness and then force them to continue to do their jobs, it will affect their work results.

d. Age

Age needs attention in the placement of employees, where age will affect the physical condition, abilities and responsibilities of employees.

Productivity can be seen from two dimensions, namely the individual dimension and the organizational dimension. The individual dimension is productivity related to individual personality characteristics in the form of attitudes and mental attitudes that contain a desire for individuals and trying to improve their quality of life. While the organizational dimension is seen from productivity in designing between input and output. outputs. Therefore, the increase in productivity is not seen from the aspect of quantity but also from the aspect of quality.

Productivity is a measure that shows a review between the inputs and outputs issued by the company and the role of the workforce it has <sup>[11]</sup>. Productivity is defined as the relationship between tangible results and services with actual inputs <sup>[12]</sup>.

From the results of the understanding of the experts above, it can be concluded that productivity is the comparison of the results achieved by a person in working at a certain time with the resources used.

**a. Productivity Factors**

There are several factors that affect employee productivity. Employees work productively or not depending on motivation, job design, working conditions, and other economic and behavioral aspects.

Factors that can affect employee productivity, namely:

- 1) Continuous improvement in increasing work productivity, one of the implementations is that all components need to make continuous improvements.
- 2) Improving the quality of work must be carried out by all components in the organization.
- 3) The working conditions are pleasant, in the sense that they can contribute to increasing productivity.
- 4) Feedback in carrying out tasks and careers can not be separated from the creator, maintenance, and high validity.

**b. How to Increase Employee Productivity**

To increase work productivity, you must implement steps such as <sup>[13]</sup>:

- 1) Develop productivity measures across the organization.
- 2) Establishing goals related to increasing productivity at predetermined size conditions.
- 3) Improve planning in achieving goals - goals.
- 4) Implement the plan by measuring the results obtained.

**RESEARCH METHODS**

This research uses a phenomenological type of research and a qualitative approach. This type of phenomenological research is to study the meaning of events and the human resources in the organization. Then a qualitative approach is something that is done to examine the natural state <sup>[14]</sup>.

Primary data sources are the main sources for use in research which are obtained directly from the sources under study. In research, the primary data sources are the results of interviews and observations made directly on the research object. The information in this study is:

- a. PT. Mandala Finance Tilamuta branch, Boalemo Regency
- b. Employees of PT. Mandala Finance Tilamuta branch, Boalemo district

Secondary data is data that has been further managed and presented either by

primary data collectors or other matters in the form of tables and diagrams.

This study uses 3 ways to collect data, namely observation, interviews, and documentation.

1. Observation is a method of collecting qualitative data that is recommended to obtain descriptive data. Meanwhile, according to experts, observation is a form of data collection carried out by means of observation, the observation is carried out takes quite a long time. In these studies will examine the observations / observations about task management in increasing employee productivity at PT. Mandala Finance<sup>[15]</sup>.
2. Interviews are interactive activities that take place between researchers and informants regarding problems in research, in this interview process the researchers will ask some questions that are the essence of problem solving in accordance with the results of observations. Meanwhile, according to experts, the interview is a collection of data that is carried out through interviews, where to get information you must ask questions in order to find out the problems that must be studied so that researchers can find out more in-depth respondents about task management in increasing employee productivity at PT. Mandala Finance.
3. Documentation is a method of collecting qualitative data by looking at the documents compiled by the researcher himself about the object under study.

This study uses the Miles and Huberman data analysis model that qualitative data analysis activities are carried out continuously until completion, the stages of data analysis are as follows:

#### 1). Data reduction

The data obtained from a fairly large amount, it is necessary to immediately carry out data analysis through data editors. With this reduction provides a clear picture to facilitate researchers in collecting data. The results obtained from the reduced data will provide a clearer review and make it easier for researchers to collect further data.

#### 2).Data Presentation

The next process is data presentation. Through the presentation of this data, the data can be organized, and well organized, the faster it will be understood.

#### 3). Conclusion Chart Drawing/Verification

The next step is drawing conclusions and verification. The conclusion stated is still temporary, it will change if strong evidence is found in the next data collection. However, the conclusions put forward at the beginning are supported by valid evidence.

Based on the stages, it can be concluded that the data technique is compiling well - both obtained from interviews, field visits, and other materials so that they are easy to understand.

The validity of the data is an important step in ensuring the quality and validity of the data. Therefore, it is determined the validity of the data as follows:

#### 1. Observation Diligence

Persistence of observation to find into the characteristics and elements in relevant situations and problems under study.

#### 2. triangulation

Triangulation is a form of checking the validity of the data to take advantage of something from outside the data for data purposes and comparisons, with this technique the research utilizes sources and examines data.

#### 3. Audirial

Auditory is an examination of the validity of data that is used to check the dependability and certainty of data, this technique is aimed at examining field notes.

## RESEARCH RESULT

The research was obtained based on interviews conducted by researchers on several informants, where researchers conducted interviews with several employees of PT. Mandala Finance Tilamuta Branch which is needed in collecting data in research by interview.

## 1. Division of work

The division of labor is a specialized job through the grouping of tasks for each employee in the company and in the organization based on each individual in the organization. The following are the results of interviews regarding task management, namely the division of labor (employment placement, work specialization and workload) in increasing employee productivity during the covid19 pandemic.

The uneven workload in the billing department where employees are in direct contact with customers or the public during the pandemic causes employee productivity to not be achieved. Judging from the results of the interview, it can be concluded that the division of labor in task management has not been able to increase employee productivity. This is due to an excessive workload on the billing department.

## 2. Job Placement

Work placement is an assignment and filling of positions or reassignment of employees and the granting of new positions. Talking about work placement, of course, the company will pay attention to the employee's educational background, experience, physical health condition and employee age in increasing employee productivity during the COVID-19 pandemic.

Task management in work placement has not been able to give an effect on employee productivity, this is due to the age factor in employees who cannot provide good employee productivity. Based on the results of the interviews above, the conclusion is that the division of labor and work placement in task management has not been able to have an impact in increasing employee work productivity during the pandemic. This is because there are employees who are not placed according to their educational background. Then the thing that shows employees are not productive is their fear of meeting the community during the pandemic.

## DISCUSSION

### 1. Is the Division of Work in Task Management Able to Increase Employee Productivity during the Covid-19 Pandemic?

The division of labor in task management at PT. Mandala Finance, Tilamuta District, was carried out to increase employee productivity during the pandemic. The workload was uneven in the billing section where employees who had direct contact with customers or the community during the pandemic caused employee productivity to not be achieved. able to increase employee productivity. This is due to an excessive workload on the billing department.

PT. Mandala Finance Tilamuta Branch during the pandemic carried out the division of labor to employees. Work division is the management of the company's tasks in increasing the quality of the employees' abilities to produce company goals that are assigned to them of course by paying attention to work specialization, workload, and employee work placement later. Based on the results of interviews with the company's branch leaders who confirmed the existence of task management in achieving employee productivity during the pandemic in achieving company targets, one of which was the division of labor. However, the management of the division of labor for employees has not been effective and efficient in increasing employee productivity. This is evidenced by the record of achieving targets.

This was also confirmed by the KPM and Billing coordinator who confirmed that the management of the division of labor has not been able to have a significant effect on employees in achieving work productivity and this can also be proven by the data on target achievement. The failure to achieve employee productivity, of course, there are several main factors, namely the COVID-19 pandemic which requires employees to limit their work space because they are overshadowed by the Covid-19 virus which will certainly endanger employees.

## 2. Can Work Placement in Task Management Increase Employee Productivity during the Covid19 Pandemic?

Job placement in task management is to increase work productivity of employees of PT. Mandala Finance in Tilamuta District. Task management in work placements has not been able to have an effect on employee productivity, this is due to the age factor of employees who cannot provide good employee productivity. Based on the results of the interviews above, the conclusion is that the division of labor and work placement in task management has not been able to have an impact in increasing employee work productivity during the pandemic. This is because there are employees who are not placed in the right position. This shows that unproductive employees are their fear of meeting people during the pandemic.

PT. Mandala Finance Tilamuta Subdistrict Branch during the pandemic made changes to the work placement of employees. This strategy is a task management implemented by the company during the pandemic in achieving employee productivity in obtaining company targets that have been charged to employees. This was confirmed by the head of the branch of the company. In the current pandemic period, companies need a strategy that is able to provide effectiveness in achieving targets. However, based on the results of interviews with the company's branch managers that the target in the billing section was not achieved, as evidenced by the reporting of the billing coordinator's target and KPM. Not achieving the target indicates that the work placement in task management implemented by the company has not been optimal in achieving employee productivity. This was also confirmed by the collector coordinator who said that during the current pandemic the billing target burden set by the company could not be achieved by the collectors section. On the other hand, employees have an obligation to collect payments in full, on the other hand employees cannot force customers to pay because they are in a weak economic situation caused by the covid19 pandemic. This was also

confirmed by the collector coordinator who said that during the current pandemic the billing target burden set by the company could not be achieved by the collectors section. On the other hand, employees have an obligation to collect payments in full, on the other hand employees cannot force customers to pay because they are in a weak economic situation caused by the covid19 pandemic. This was also confirmed by the collector coordinator who said that during the current pandemic the billing target burden set by the company could not be achieved by the collectors section. On the other hand, employees have an obligation to collect payments in full, on the other hand employees cannot force customers to pay because they are in a weak economic situation caused by the covid19 pandemic.

Based on the analysis by looking at the results of interviews submitted by branch managers, KPM and CRO Coordinators and Collector Coordinators who said that employee productivity during the pandemic did not increase even though task management was implemented in the form of work placements by paying attention to education status, work knowledge, then health and age employee. the main factor is the covid19 pandemic which limits the space for employees to move.

## CONCLUSION

From the results of the research and discussion above, it is concluded as follows:

1. The results of the study show: Task management related to the division of labor has not been able to increase employee work productivity, this is due to an excessive workload on the billing department, where employees when billing must be limited to community activities during the current pandemic.
2. Task management related to work placement has not been able to increase employee work productivity, this is because the background is not in accordance with the field occupied.



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