

THE ELABORATION OF HUMAN CAPITAL INTO A NEW NORMAL LIFE

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Abstract: Since the coronavirus was declared a pandemic by the World Health Organization (WHO) in March 2020, elaboration has become a behavior change solution for Human Capital in a new normal life. This research aims to find out the development of elaboration for Human Capital's behavior in educating the surrounding community in the time of a new normal life. This research is a qualitative study using an ethnomethodology study approach to observe the symptoms of social reality that occur through depth interviews that present the experience of managers and employees in the Department of Human Capital. Coming to terms with a pandemic is not easy. This condition, which is the first to occur worldwide, produces a new normal life behavioral phenomenon that is interesting to research. By using the concept of structure theory, the results showed a reproductive system and awareness response as a result of new habit adaptation behaviors in this pandemic period.

Keywords: organizational behaviour, work from home, a new normal life

1. Introduction

It has been 6 (six) months since it was first announced by the World Health Organization (WHO) in March 2020 that the coronavirus outbreak was declared a pandemic has spread around the world. The economy and health are still two sides of the currency that are dramatized in the social life situation in this pandemic era. Initially, the implementation of regional restrictions was carried out to break the link of the spread of coronavirus almost crippling the world economy. However, when easing is imposed to restore the economy, it increases the number of positively confirmed cases (Goolsbee and Syverson, 2020).

The latest data as of 9th September 2020, shows that there were 27,486,960 confirmed cases, with an increase of 218,149 cases in the last 24 hours with a total of 894,983 deaths in the last 24 hours. The data also contains the position of the development of cases in Indonesia which shows that there are 200,035 confirmed cases, with an increase of 3,046 cases per day with the number of deaths of 8,230 increasing by 100 cases of deaths per day (World Health Organization, 2020).

This data explains the threat of a very serious situation for Indonesia where the data shows the number of deaths is 4.1% higher than the data record in global mortality cases. This data seems to show the high rate of spread of the virus with a high risk of transmission and weak health facilities and infrastructure in Indonesia. This situation is compounded by the emergence of restrictions from some Countries that prohibit their Citizens from visiting

Indonesia while rejecting Indonesians who will visit the Country. This can mean that there is also a greater threat of instability in many organizational sectors in Indonesia, although the impact will be much more felt by minority populations (McNeely *et al.*, 2020).

On the other side, at the beginning of its emergence in Indonesia, office cluster became one of the main centers of attention in conducting coronavirus prevention in Indonesia. But nowadays, the virus is expanding and bringing up new clusters which are an increase in the number of positively confirmed cases in family clusters. It can be interpreted that while reducing the number of office populations are still being carried out to reduce contagion in the workspace so that one way out is the implementation of the work from home system. On the other hand, the emergence of family clusters is a marker of the serious threat of coronavirus spread in the community that is still high, so when working from home, compliance, and discipline to health protocols is the key to success in undergoing activities at home only (Park *et al.*, 2020; McNeely *et al.*, 2020).

Ideally not traveling, using masks, washing hands, and keeping a distance is a way of lowering the spread rate of coronavirus, so this effort is one of a new normal life that must be instituted considering that until now cases are still increasing and exacerbated by the lack of public awareness in complying with health protocols. Education towards the institutionalization of health protocols is the obligation of all parties especially on the elements of people in organizations and its family. It is because higher social activity occurs in work activities and intense interactions with families which means the risk of coronavirus spread is even greater. This situation is both a reality and a challenge that must be faced by management and its employees. Management as a change agent increases its burden to become a COVID ranger who must be able to manage the organization and all its resources through remote work and ensure their condition remains healthy, coordinated, and productive. Employees as agents of change with a new pattern of working from home also face the challenge of putting together a strategy of aligning multitasking activities with dual roles that take place during work at home to stay productive, innovative and feel connected to the office (Chue *et al.*, 2020).

This connectedness between management and employees will result in critical thinking ideas in decision-making referred to as elaboration. This elaboration will create (production) a daily reflection process (space and time) and build (reproduction) an understanding of the meaning of the concept of action as an institutional policy, guideline, and handle and blend as a social system (Giddens, 1984:3).

The novelty of this research is to adapt the concept of structural theory in explaining a new normal life as a social reality. The ethnomethodological leads to the concept of ethics in running a profession are also used to explain behavior changes as a social reality during pandemics by researching one of the public sector companies in the HR Department.

This research intends that all policies and guidelines related to the prevention and spread of coronavirus produced (production) management for all members of the organization can make a new contribution in building (reproduction) public awareness. All compliance and discipline systems carried out by Human Capital are expected to be transmitted to their family members and expand into the reproduction of a new normal life system for Indonesians. Based on the background of the explanation, the question of this research is "How does the elaboration process of Human Capital in public sector companies adapt to be a new normal life in society?".

2. Literature Review

A New Normal Life in Indonesia

In Indonesia, a new normal life is interpreted as an adaptation of new habits. A change in behavior to undergo activities such as normal circumstances by staying compliant with health protocols during pandemics. Referring to the guidelines for the prevention and control of coronavirus disease (COVID-19) as of 13th July 2020, 5th Revision (five), a new normal life includes an important contribution in preventing the spread of coronavirus that can occur in any interaction. Prevention recommendations are carried out by cleaning the hands, either washing with soap in running water, using a hand sanitizer, using personal protective equipment such as masks, keeping a distance of at least 1 (one) meter, limiting yourself to interactions including working from home, immediately bathing and changing clothes after from the outside, to applying a clean and healthy lifestyle by eating nutritious foods. Besides, for those with congenital diseases (comorbid), it is also recommended to keep control of the disease and maintain mental health as well as psychosocial (Ministry of Health of the Republic of Indonesia, 2020).

Many Indonesians still ignore health protocols. Although the current spread of coronavirus is not only targeted at those who have congenital diseases (comorbid), even its spread is also found in indoor rooms with air conditioning (AC). Furthermore, any government advice regarding handwashing, using masks, and keeping a distance is just a precaution, not a treatment. Until now, there have also been no research results showing the existence of methods that can prevent the spread and transmission of this coronavirus (Derek *et al.* 2020). Then the role of mass media and social media circulating in the community also contributes to one of the assumptions of society circulating lately. Although there is no denying that the media is the only best way to track all information related to this pandemic. But not all societies can discern which information is accurate and not so the way society interprets is another inevitable thing. Stigma, rumors, even conspiracies embedded in people's minds due to inaccuracies in information reinforce the slow handling of this coronavirus. So that, the government's openness in providing and delivering accurate data in real-time becomes a major contribution to eliminating misperceptions in society (Muslih, 2020).

Organization's People as Human Capital

In human capital theory, the organization's peoples are seen as assets that are treated as investments. The organization's peoples become investors through the potential (resources) that exist in themselves as a motivation of strength in providing added value for the organization. Measuring human capital is a qualitative action that can only be assessed using consideration and discretion (Ingham, 2007:22). This shows that management and employees as the organization's peoples are two complementary currency sides. Both management and employees are the human capital that uses all its potential to build the sustainability of an organization in the same direction (Pereira *et al.*, 2020).

Furthermore, the basic theory of human capital shows the importance of human capital as a future investment. Individuals empower themselves through education and training to gain self-development through good experience, skills, and ethical habits such as developing a time-honoring attitude, and honesty. Furthermore, this will develop into a competency that is valuable for productivity and appreciation to be accepted, although on the other hand development through education and training will also depend on the individual's success in delivering slow or rapid self-development results (Tomer, 2016: 4-5). This means that when an organization changes or when an organization continues to adjust for changes, it will

depend on its management and employee experience. Management and employees should be able to use all their knowledge to manage every challenge of change. Knowledge will produce critical thinking that is useful in decision making where this action is also known as elaboration. Management's elaboration will only be valuable when it comes to the support of its employees. On the other side, the elaboration produced by employees will only be well directed through opportunities and attention from the management (Khoshmaram *et al.*, 2018).

Managing human capital means managing people. In managing people it is always accompanied by managing change because however change is a process of generating strategic policies in human capital. One thing is certain that change always results from human actions and behaviors that arise within an organization (Kearns, 2010:84). This is like a reinforcement that reflects that the knowledge generated as human capital will continue to change in line with the increased experience gained during the process of life. Life and organization become a learning platform so engagement is the most basic concern. Management that is only able to assess employees through the burden of work will never find the potential that its employees have. Thus, employees who have never been involved in any organizational process will not be able to develop their potential optimally. Without involvement, the absorption of changes and policies will run into obstacles. Engagement provides support that the change and reproduction of the new system are created with confidence, willingness, and awareness of human actions themselves so that any challenges in change will be controlled with responsibility and further contribute to bringing change to society, especially the customers of its organization (Pereira *et al.*, 2020).

Structuration Theory as Adapted For Human Capital

The structuration was invented by Anthony Giddens in 1984. This theory brings together two weaknesses found in the sociological paradigm, which is the social fact dominated by social structures and definitions dominated by agents. This theory of structure is based on the relationship of duality where structure and agent are interconnected and inseparable relationships. The basis of social science is not the experience of the agent nor the existence of a structure but rather the existence of social practice that occurs as a result of an ongoing action that occurs regularly (time) and unknowingly forms a pattern of interaction (space) (Giddens, 1984:2).

In social practice, knowledge is inherent in the agent and becomes a form of reflective supervision that becomes daily normality that is done and hopes others do the same. Then a series of rationalizations through intent and the reason for the actions are carried out for others to understand. And there is a motive or motivation that becomes a form of unconsciousness that forms a series of events or social practices. Consciousness is an important part of structuration theory. The concept of consciousness is divided into discursive consciousness which becomes a clear explanation of why an action is performed. Then there is a practical consciousness that is a habit that is used to be done without question. As well as the unconsciousness that makes the action when motivated (Giddens, 1984: 7).

It is the context of this consciousness that will move the agent to act in a structure such as that figure 1 shows the dimensions of the duality structure formed through the dimensions of interaction as a form of interpretation of understanding in social interaction, then the dimension of the structure that confirms the norm as a reference to the evaluation that can and should not be done, and the latter is the dimension of modality that becomes a counterbalance in utilizing the resources possessed to create a pattern of strength for the agent to produce and reproduce the structure (Giddens, 1984:29).

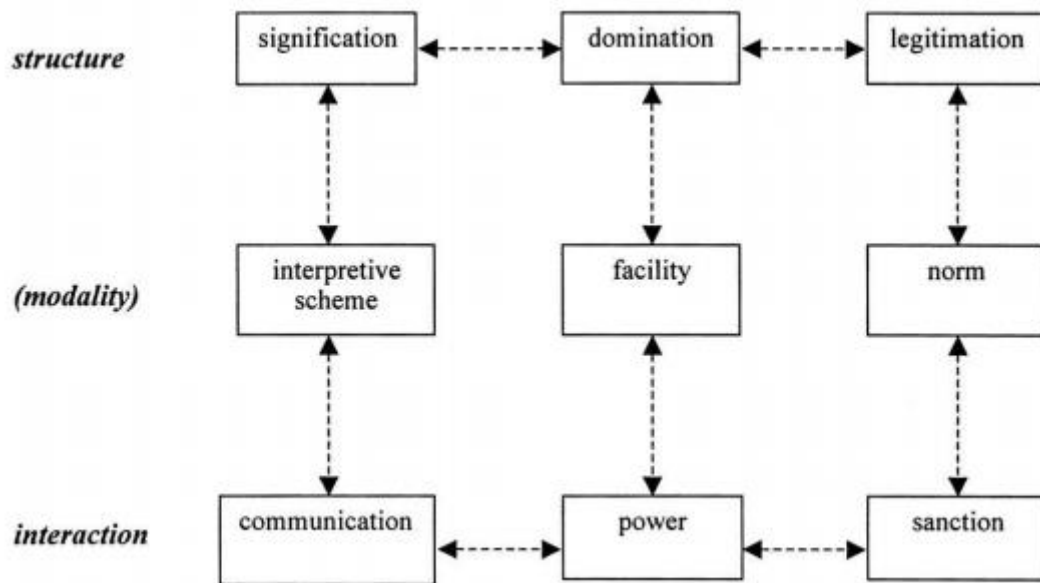


Figure 1: The Dimension of Duality
Sources: Giddens, 1984:29

The framework of this research is explained in figure 2, where human capital elaboration both in work situations and when the situation of work from home will produce routines as part of a phenomenon of social practice. This phenomenon will be excavated through depth interviews and ethnomethodology studies to explain the symptoms of social reality. The structuration theory is using to wholeness of interpretation in this study.

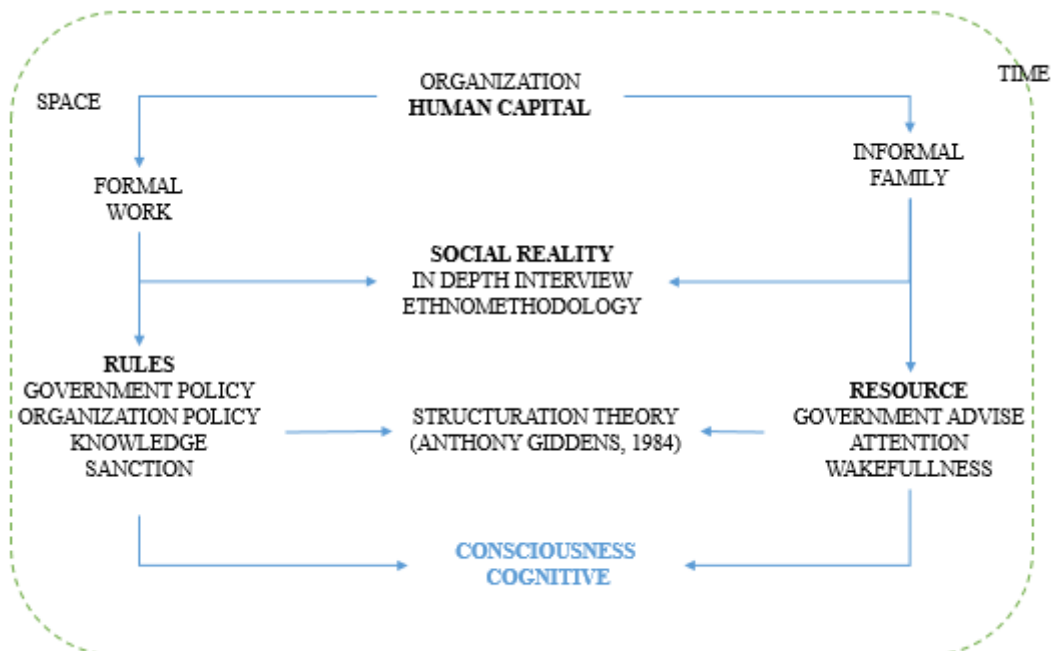


Figure 2: Framework
Sources: Researcher, 2020

3. Method

This research is qualitative by using an ethnomethodological approach. Ethnomethodology was invented by Harold Garfinkel. Ethnomethodology is an approach commonly used in social practices as well as institutional interactions related to ethical concepts. This approach eliminates the initial perception of objects to be examined to objectively assess norms in daily practice as social reality (Lehn, 2016: 79).

The object of this research is the HR Department in one of the public sector companies. The HR department was chosen because HR is the entity that most feel the impact of a change and become the most reliable environmental manager (Khoshmaram *et al.*, 2018).

The informants in this study were three employees at the manager level and three employees at the staff level. This research uses purposive sampling techniques with criteria of running a work from home system. Special criteria are added to the employee informant who is married and has school-age children and does not live far away with his partner.

Data collection techniques are using depth interview methods with three question guides include "1) what adjustments have been made during the pandemic, 2) what distraction arises and how to overcome the distraction, as well as 3) future expectations on performance and social life". The same question is asked of all informants. This is done to make it easier to check the validity of data through triangulation techniques.

The triangulation process is done by giving the same interview questions to all informants. The results of interviews between fellow management and fellow employees are matched. Then match the results of the interview between the management and the employee. The overall results were re-matched with observations on social practices until no data distraction was found. With the matching of all results, the data is declared valid (Bungin, 2007: 203).

4. Result and Discussion

Management's vs Employee's View

From the results of interviews related to questions about progress work from home and what adjustments have been made, the three management parties responded with similar answers where management implemented a one day work from home and one day work from office system in turn. One of the goals is to focus on the prevention and spread of coronavirus indoors with a 50% reduction in the population of people working in the office and prioritizing workers with congenital diseases to prevent coronavirus transmission. Like the conversation on M3:

"....The purpose of work from home is one of them is to prevent contagion indoors by reducing the number of employees working in the office ...".

Adjustments made over the last 6 (six) months also went well. There is a reduction in working hours to allow employees to exercise in the morning. A virtual meeting system has been implemented for all meetings, all administration activities have been paperless even the acceleration of technology is carried out and produces cost efficiency and is very effective in facilitating employee performance. As in the M2 conversation:

"... The average employee of ours is millennial so their response to the technology utilization policy implemented by management is highly appreciated..."

This is in line with the response of K1 employees:

".....It's good now that everything related to work can be done using a mobile phone..".

Next the question of what distraction arises and how to overcome the distraction. Management realizes and feels the need for multitasking when running work from home especially for employees who have a family. However, the management believes that each employee even management has their strategy in completing the distraction. Like the M3 conversation:

"..... The toughest challenge when running work from home is when we have to perform a dual role at home, but so far we are well aware of our obligation to have a maximum response of 15 minutes when running work from home. I got around it by creating my workspace so that the family also still realized that I was working even from home.."

This is in line with what K2 says:

"... In the early days I was still surprised by work from a home situation that especially I am a mother so it took more effort to deal with the situation of work from home which coincided with my son's school from home, but in the end, I was all resolved by calling a private teacher to replace my presence to accompany the child to study.."

Further to the final question of what to hope for performance and social life in the future. Management agreed that they could not predict until when the pandemic would end, but the greatest hope of staying synergized with the government's health protocol policies and engaging all employees to stay healthy and comply with the policy not only in the office but at home is the thing to do until now. The most grateful thing is that however the future situation has accelerated technology and has become a new normal life that can influence all their customers. Like the M1 conversation:

"....Technology acceleration is the most definite thing we face, and we hope this technology can also be felt even to our customers to enjoy the facilities of technology facilities that we develop.."

While their employees agree that what they are living through is still in good condition, complying with health protocols and utilizing work flexibility to store good energy for health is a top priority, although all employees agree if they can choose then working and face to face is still their hope. As in the K3 employee conversation:

"....So far work from home is not an issue, the targets given are also met, but I hope in the future the situation can return to the way it used to be and work full time in the office because it can focus more on the job...".

This means that the company prioritizes the health of its organizational members especially on employees with congenital diseases (comorbid). The best effect is the acceleration in the field of technology. Ethnomethodology, overall data matched with social practices also showed similar behaviors. One of them is that the company is very concerned about the health factors of its employees. If any employee is infected with coronavirus, then

management bears all the costs of treatment until it heals even the support of colleagues is also shown by using technology that is by creating an Instagram story that contains full of motivational so that their infected colleague heals immediately.

A New Normal Life In Structuration

A new normal life is a social practice. This social practice is run by all agents including Human Capital. This means that there is a duality between structures and agents (a new normal life and Human Capital). Thus, from a significant structural point of view, a new normal life is a term defined as a way of living life in ordinary situations but by complying with health protocols. In the order of mastery structure, a new normal life dominates by the health and the economy. Furthermore, in the order of justification structure, legitimacy is only the advice of the government and some of it is binding with weak social sanctions. While in the organizational state this rule has been clearly stated in the Board of Directors Regulations as explained by M1:

"....the regulations at our company are very strict regarding guidelines and sanctions for violations of health protocols, and so far cooperation with all employees is well underway judging by the level of compliance and discipline of our company.."

It can be explained that a new normal life is a repetitive social practice that is at the state of significance structure. The interpretation and understanding of the term are clear and well known to the public, some call it a new custom. While the dominance and structure of justification will continue to be a dilemma on the development of the reproduction of the system due to the importance of duality that cannot be ignored.

Ethnomethodology, looking at the social value of today's growing society of health and economic interests becomes a dilemma between health interests or adequate economic needs. People prefer to meet their needs and bet on personal health. They assume that health is part of god's plan, but when they are not working, not doing their usual business is a fact that they will not be able to eat. There is currently research showing that the State focuses on saving human lives which means the priority is on health. Pandemics are the cause of weakening economies, but not health interventions. Areas with tightened health interventions did not show an economic weakening even indicating a stronger economic recovery. This means that what should be the focus of society is the decrease in the death toll is strengthening the economy (Correia *et al.*, 2020).

Tradition and belief are also a strong inherent dominance of structure so that there are still many people who gather, even reprimand greetings without washing their hands, and do not use masks. Human identity as a social being is one of the roots that are difficult to let go of. The weakening of sanctions became a new round of neglect of consciousness. In structuration theory, consciousness arises from habituation and becomes a structure because there are rules and resources (Giddens, 1984: 25).

Work from home is currently the best policy carried out by management in the current pandemic situation. Elaboration of management and employees produces various policy strategies in overcoming various obstacles that arise during work from home activities. Policies in the application of technology, population reduction of the number of people in the office, until the procurement of synergy with the government to be the supervisor of the successful handling and spread of this coronavirus. Management and employees engage and trust each other to continue to be productive and mindfully adhere to each policy. All policies

made by management during the pandemic have become guidelines for the behavior of employees in the organization.

The results of the study can be explained in figure 3 that the health protocol policy carried out by management is already a guideline for employees and institutionalized as the norm that must be adhered to with strict sanctions. This indicates the reproduction of a system called a new normal life has occurred on the organizational line, and the policy system (production) as a new normal life made by the organization can be used as one of the modalities in influencing and educating the community mainly starting from habituation to the family of the member of the organization.

However, ethnomethodologically there are research findings that confirm that the structure of public dominance in health and the economy is still weak. Social sanctions still can't bind the wider community. This shows that structurally the public consciousness is still in a state of consciousness discursive. This consciousness is based solely on the importance of healthy living, and this does not apply to different purposes, making it difficult to achieve practical consciousness which is the main consciousness in structuration theory, whereas interest is the underlying subject of a person in behavior. Therefore, knowledge becomes one of the resources that must be used so that cognitive consciousness appears that over time will change discursive consciousness in practical consciousness.

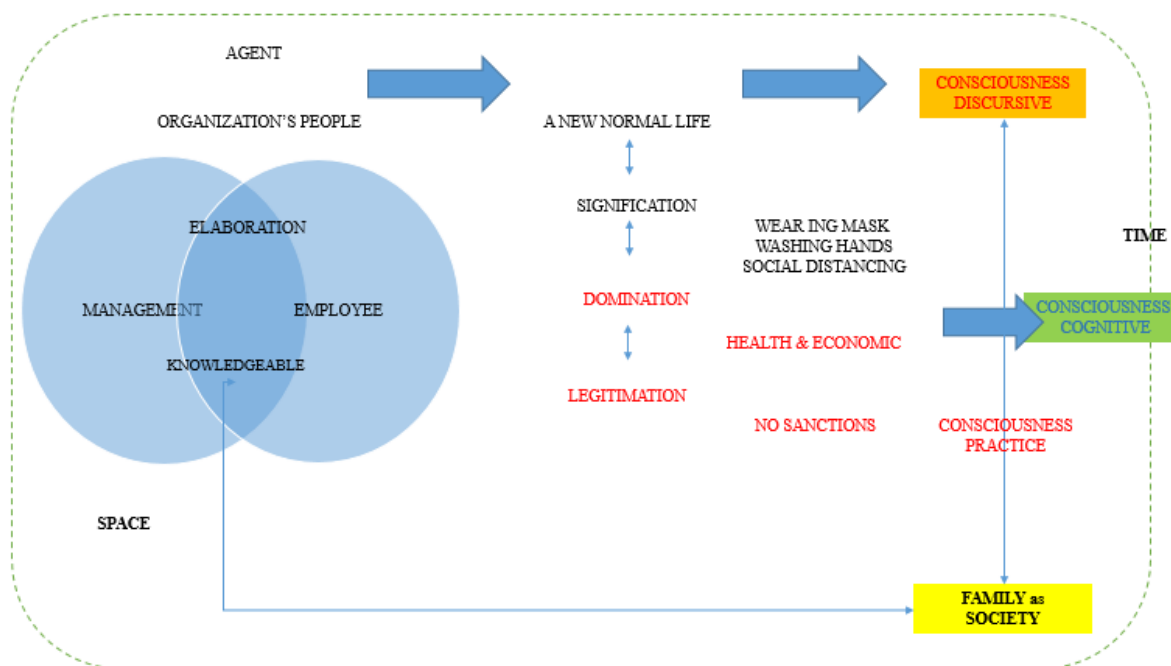


Figure 3: A New Normal Life in Structuration
Sources: Researcher, 2020

5. Conclusions

The results of the study concluded that the health protocol policy carried out by Human Capital can be adapted by society. Human Capital can be an influencer for society by transmitting compliance, and discipline as a new routine and it is starting with the human capital family. Dual role during working from home is not to be a distraction faced by female employees but also men. Economic interests are a fundamental reason for the difficulty of achieving practical consciousness. Work from home is not an option in the future, so a new

normal life simply becomes a reproduction system in a state of discursive consciousness. Cognitive consciousness through knowledge becomes one of the resources needed in the process of a new normal life.

Limitation And Future Research

The limitation of this research is the still dialectic nature of research. The condition of the pandemic is also an opportunity for longitudinal research in the future.

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