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Transformation of Human Resource: A Change Approach and Management Flexibility During the Covid-19 Pandemic

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Abstract

Change management is a structured approach to help employees, individually and in teams, transition to new and better conditions. Likewise, the application of flexible management is adaptive to drastic changes in socioeconomic conditions directly affecting the company's management. For this reason, human resources transformation is a critical step to be implemented immediately to secure the company in times of crisis due to the Pandemic. Quantitative research takes a sample of 96 employees of the food company PT. Aerofood Indonesia examines the process of transforming human resources through a change and flexibility approach. Through cluster analysis, employees can be grouped into five characteristics that simultaneously describe the condition of human resources transformation. The clustering analysis that tested the correlation through chi-square analysis obtained a probability value of less than five percent, thereby proving that the change management and management flexibility implemented by the company during the Pandemic correlated with human transformation in all groups who had the same perspective on changes and flexibility of company management.

Keywords: human resources transformation, change management, flexible management.

Introduction

Science and technology development has impacted various changes and market shifts in any industrial landscape. On the other part, rapid technological development has influenced consumer behavior and created new market segments (Subianto, 2007). These changes could large companies to improve their competitive ability. The changes encourage and even force the company to improve various structures and functions within their companies to keep them current. Although it seems a relatively hard challenge, some large companies, especially human resources, have begun to maintain their existence.

The role of human resources (HR) in a company is a potential aspect that owns an important role in the transformation process, especially in the digital era nowadays. The company must assimilate corporate culture, absorbed into work behavior by all HR (Saha & Kulkarni, 2019). Sums up that all company employees extremely have to own a good understanding of work culture acculturation and work methods that adapt to the situation so that the planned HR transformation can run effectively. For this reason, every employee must be able to understand and accept a new work method that is adaptive to social conditions, especially during the current Pandemic; every employee must be able to understand, master, and operate technological equipment as a means of work (Ivanova et al., 2020). This condition is very important so that employees are still able to work in various uncertain conditions as a result of

the company's adjustment to social, political, and economic environmental conditions as part of the company's external environment, such as the conditioning of employees during the Pandemic Period conducted by Aerofood Indonesia Surabaya, Ltd unit.

This food service company, which has a core business of providing food for airplane passengers, has also experienced a culture shock due to the Pandemic that affected revenues, which decreased by 90%, as a consequence of all flights, both domestic and international, reduce flight routes during the large-scale social restriction period or social distancing period (PSBB). And the implementation of public activity restrictions (PPKM) during 2020-2021 in Indonesia.

Facing this situation, management's effort takes various approaches due to policy changes (policy revamp); every employee can be motivated to accept and adapt to the new culture or the new working rules through policies and rule changes that the company dynamically implements. Therefore, the company policies must be able to encourage various aspects of transformation (Vardarlier & Ozsahin, 2021), such as culture (corporate culture), working rule transformation (ways of working), and new capabilities transformation (new capability). However, organization and HR transformation rarely runs smoothly according to management's expectations, and it is common to experience various obstacles in the change process. The biggest obstacle often detected is the organizational members or employees' rejection of some changes, although one of the considerations is the issue of employee health and safety during the Covid-19 Pandemic.

Facing various dynamics in the change process, especially during the Covid-19 pandemic, Aerofood Indonesia, Ltd strives to maximize its competitive capabilities and run more flexibly. The company needs to start removing various operational regulations and implementing a hierarchical HR management model, and have started making changes toward a more flexible management system. Management flexibility, nowadays, has become an urgent phenomenon in managing the organization. The global era, followed by various changes in the social and political system and economic regulations, has also increased competition between businesses in various sectors. The companies must face the competition and survive in global competition with a free market (competitive advantage). Hence, every company must improve its creative capabilities and carry out various work and product innovations that are unique and attractive to consumers, as well as optimize the use of digital technology and utilize human resource management (Berampu & Sari, 2019). Considering changes in various sectors as a result of global changes in the business sector, every company needs its human resources (HR) who have psychological qualifications and abilities that are competent in their fields and have a performance to place the company in the market segment expected to beat the competitors.

Until the Covid-19 Pandemic conditions, which in the last two years have not shown any stability that has an impact on the economic-social and political system,

Aerofood Indonesia, Ltd needs to rearrange the management system ⁵ to be more flexible, adaptive to various regulatory changes and prepare human resources through a transformation in its work culture. A change is absolute and must be faced by the company. Thus, change management is used as the reason to overcome this. Companies must analyze all changes carefully so that changes around them do not have a negative impact on the company's sustainability. Therefore this study aims to analyze and describe the HR transformation process carried out through a change approach and the application of flexible management so that the company can face competition.

Review of Literature

Human Transformation

Human resource transformation has been an issue since the opening of the world free market. Some definitions are expressed and explained in detail by experts and practitioners in the field of HR development to provide an understanding of the transformation of the workforce (Halid, Yusoff, & Somu, 2019). There are several concepts put forward, but definitively the principle of HR transformation is the HR department's ability to carry out various basic changes, make improvements to the administrative aspects and assist employees who are deemed capable of providing support to improve the company's performance according to its vision (Syamsuri, Musannip, & Siregar, 2019). Thus, HR development and the company's strategy must have a strong connection to increase the role and function of HR. Some companies still have difficulty in changing the paradigm that the company is required to place the community or consumers as the direction aim. Matthijsbal and Izak (2021) explain that there are HR management has complained about the ability of their work teams in the process of change, which changes the mindset that HR is a strategic company partner, while in fact, the company is still not able to do and still consider HR as a burden for the company, and function more as administrators and operators.

Practitioners provide opinions and strategies for HR transformation in companies, such as Ron Parker, Pepsico's Vice President of Human Resources, who explained that HR has a strategic role in the company's operational processes. This is exemplified in Pepsico's HR department, which annually checks work plans in all divisions carrying out operational functions. An important aspect studied as a process of HR change in every element of the organizational system starts from determining job categories to efficiency in the delivery process. This process expect to produce performance standards that become a reference in determining the value of employee incentives (Vardarlier & Ozsahin, 2021). Reports submitted by Tomanna, et., al, (2018); and Saha and Kulkarni (2019) regarding the HR transformation process at Sun Microsystems (SUN) state that the transformation of human resources consists of several aspects known as WOW (Workforce, Organization, Workplace), which have

the ability to compete and related to the HR's vision and strategy that supports the company's goals which are implemented through 3 strategies, namely innovating products and services by utilizing equipment and technology systems and utilizing digital media to accelerate information and simplify transaction processes in employee development. Organizational management development and employee competency improvement as the second strategy (Berampu & Sari, 2019), and the third is that the delivery of products and services is designed more systematically. Suggest rewrite for clarity : "To launch these three strategic steps, the company needs HR with a sense of responsibility and qualified skills to change the HR paradigm, which was first limited to relying on soft skills to become HR with great attention to business processes.

Change Management Approach

Ratnasari (2019) reveals that the changed policy is an effort to solve social problems for the public benefit based on justice and public welfare principles. Ratnasari (2019) and Kreitner and Kinicki (2014) explain that the company's operation policy fulfills at least four important things, namely; (1) employee work-life quality, (2) fairness of work and career opportunities as well as freedom of work creativity, (3) employee involvement in job design, and (4) sustainable work social security. This opinion explains that company policies that lead to competitive policies refer to improving the quality of human resources as the method direction process. In this case, the policy relates to the idea of organizational regulation, which is a formal pattern equally accepted by the company so that all potential human resources are expected to pursue their goals.

According to Coffman and Lutes (2007), change management is an effort to provide convenience to employees through a systematic process and approach to adapt to change so that a work team formed can transfer technology and implement the knowledge possessed to realize change. The changes needed by the company to achieve a better efficient condition and reduce the adverse impact of the change process. Managing change is a way of managing the various impacts that occur as a result of changes in the company (Brozovic, 2018) and also as a tool and method in HR management to obtain planned results and implement a more effective change process on each employee personnel, work team, and systems implemented in the company's operations (Wibowo, 2012).

The rational-empirical approach proposed by Kreitner and Kinicki (2014) can be used by relying on the belief that every employee's behavior can be predicted and measured. There is a tendency for every employee has the motive to pay more attention to self-individuality. A manager needs to understand the characteristics and behavior of employees in responding to every condition and effect of changes in the work environment, both physical changes and company regulations and policies. These considerations are based on the reason that each employee does not necessarily

have the same quality of understanding and the ability to adapt to the environment as well as the same adaptive ability to achieve a company's goals and objectives even though all employees are given the same training and information (Coffman & Lutes, 2007).). This can be interpreted that the interaction between management and employees must be improved because not all employees realize the change process benefits. Moreover, their readiness to accept the change is a good and useful thing.

Reitner and Kinicki (2014) explain the policies or provisions decided by company management as a form of operational policy, which leads toward improvements or changes in work patterns, efficiency, and effectiveness as structural and functional pillars of organizational culture. This is explained by Syamsuri, Musannip, and Siregar (2019), who state that policy as a provision includes two aspects, namely substantive and implementation policies. Substantively, company policy is a decision that can be taken as a relevant alternative to solve problems. The follow-up of substantive policies is well-implemented, namely various decisions in the form of strategies or work patterns that should be implemented. Tomanna, et., al (2018) explain that empirically policies in the form of state regulations, company regulations, operational guidelines, and program guidelines in one company are a series of actions developed by each work unit that has a specific goal (Berampu et al. 2018) and Sari, 2019), which are followed and carried out by employees both individually and in the form of work teams in solving certain problems (Pratama, Salim, and Indrawati, 2019). Davidson (2005) states that cultural differences in organizations impact the planning process for making changes, thus allowing less accurate and less effective planning. Several studies, such as those reported by Dey, Sharma, and Pandey (2019); and Matthijsbal and Izak (2021), reveal that the approach that company managers can implement to support acceleration in the company as a process of adaptation toward the business environment, is to be rational and realistic, consider normative aspects and learn from employees; a corporate rule or leadership approach; and environmental approaches.

Some policy concepts lead to changes in the company's operational system, and it can be said that the policy is a rationale for the general instructions or limits that become guidelines or employee work procedures that employees must follow in accordance with predetermined and mutually agreed plans.

Flexibility Management

Flexible management (flexible company) in a company is applied as an organizational system that adapts various forms of flexibility in human resource management (Dai, et., al, 2018; Matthijsbal & Izak, 2021). The management flexibility applied in the company environment provides opportunities for all employees to arrange work agenda and workplace (Evans & Bahrami, 2020), and work locations and methods are determined and created by employees to complete their work (Dixit, et., al, 2021).). The term management flexibility is relatively often conveyed in the

context of work independence (independency), work-life balance (work-life balance, and teamwork), and company conditions (corporate climate) (Herhausen, et., al, 2021). The report submitted by the International Workplace Group (2019) explains that 80% of employees tend to complete the work assignments if they have flexible work arrangements compared to the standard work management models (Pitt, et., al, 2021; Matthijsbal & Izak, 2021). The company's efforts to implement flexible management can be carried out by using various methods, and it is not mandatory to apply it to all work divisions in a company, but several work divisions that allow flexible work operations to achieve results, effectiveness and attractiveness for human resources in the future. It can be said that the application of flexible management can be tested in certain work divisions that allow it to carry out and become a pilot for the implications of flexibility in management.

The application of management flexibility in the company environment is described in several studies, such as Dombrowski, Krenkel, and Wullbrandt (2018) on part-time work. In this context, it is intended that an employee can complete his work assignments between 10-30 hours per week. Dey, Sharma and Pandey (2019) explain that the determination of work duration is based on the benefits that employees and companies can take from part-time work, especially companies that employ students and homemakers or employees who only distribute free time. Kumar and Anbanandam (2020) explain that several part-time job options can benefit the company, especially if they know every potential talented employee in their field.

Telecommuting, an implication of flexible management by Dey, Sharma and Pandey (2019), is considered to provide some opportunities for each employee to get more places that are felt to be conducive and supportive in completing his work, whether done in the cafeteria or his workspace in the office. This can also be done on work that requires full-time or incidental work. The use of communication media in the work process is not only able to save time and costs, but also has a positive effect on the company, especially companies that are relatively new to growth (Matthijsbal & Izak, 2021), the use of audio-visual communication facilities via the internet is also seen as saving the company's potential, especially the provision of a budget to organizing workspaces ergonomically (Herhausen, et., al, 2021; Brozovic, 2018); companies can reduce the procurement of work facilities, electricity bills, and other costs (Brozovic, 2018). The application of flexible management reduces the potential and increases turnover problems because employees who feel low satisfaction have a higher level of boredom and worry than satisfied employees will show more proactive and productive work behaviour because of satisfactory treatment and trust toward the company.

The application of flexible management can also be in the form of employment status, namely companies can use freelancers for certain types of project work or take freelancers with standard salaries, incentives and benefits considerations that are

equivalent to permanent employees if the freelancers are classified as workers who have skills or experts in the field during the allotted period (Dombrowski, Krenkel, and Wullbrandt (2018). Then flexible working hours, explained Matthijsbal & Izak (2021), as the application of working time is not directed only for telecommuter work and freelancers, but it can also be applied to permanent employees. Ratnasari (2019) explains that flexible working time arrangements will increase the work-life balance, which employees appreciate more. A company that allows the employee to design the work flexibly will simplify the employees to complete their work tasks outside of working hours, reduce employee work stress, and increase employee adversity quotient. Although flexible working hours may not be applied to every job, companies that have applied management flexibility to job scheduling have found many positive results regarding target achievement and employee satisfaction. Talent also plays an important role in the company's success (Nizamidou & Vouzas, 2021). To recruit and maintain the potential skills of employees needed, the company is required to adopt an environment that is conditioned to be comfortable as a place to work (Brozovic, 2018), as well as employee adaptive processes that are encouraged to be more relevant toward the needs of developing potential employees, so that employees are more feel valued and encouraged to work optimally.

Research Method

Descriptive quantitative research selected a population of Aerofood Indonesia Surabaya Ltd employees with purposive sampling, namely 96 employees with a minimum working period of 2 years with permanent status and contract employees for a certain period. Sampling was taken on employees from several different work units, namely employees from the marketing, HR, finance, production and customer service departments, totalling 96 employees. The consideration of taking the number of sampling refers to Yount's table (2010), in which a population of less than a thousand will be taken a sampling of ten per cent, with the composition of employees as follows.

Table 1. Sampling Composition

Work Unit	f	%
Customer Service	23	24%
Production	26	27%
Transportation and Public	18	19%
Engineering	15	16%
HR Department	14	15%
Total	96	100%

From the collected and validated research instruments, data analysis was carried out using mean clustering analysis (cluster analysis) which was included in interdependent techniques, but there were fundamental differences between these two multivariate analysis tools. If factor analysis (R factor analysis) aims to reduce

variables, cluster analysis (Q factor analysis) is more aimed at grouping the contents of variables, although grouping variables can also accompany it. The main purpose of cluster analysis is to group objects based on the similarity of characteristics between these objects, to be classified into one or more clusters (groups) so that the objects in one cluster will have similarities. Logically, a good cluster is a cluster that has high homogeneity (similarity) between members in one cluster (within-cluster) and high heterogeneity (difference) between one cluster and another (between-cluster).

Result

Sampling background of employees of Aerofood Indonesia Surabaya Ltd unit is described as follows.

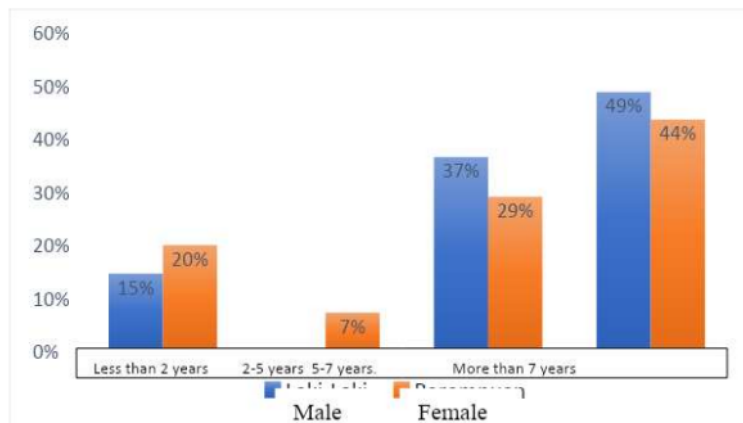


Figure 1. Working Period of Employee's Gender

Based on the gender and their work time, it is known that they have worked more than seven years and male and female employees are relatively comparable, as well as employees who have years of service of 5-7 years, males have more numbers than female employees, which is almost the same as employees who have less than two years of service. Meanwhile, all employees with 2-5 years of service are female.

The results of the cluster analysis are known as follows.

Table 2. Results of the initial iteration of grouping

Iteration	Change in Cluster Centers				
	1	2	3	4	5
1	12.737	11.733	20.77	17.676	21.438
2	0.000	5.081	1.047	1.783	3.361
3	0.000	2.903	0.358	1.287	0.702
4	0.000	0.000	0.334	1.093	1.211
5	0.000	0.000	0.000	0.000	0.000

a. Convergence achieved due to no or small change in cluster centers. The maximum absolute coordinate change for any center is .000. The current iteration is 5. The minimum distance between initial centers is 39.762.

The K-Mean Cluster method in Table 2 has tested and reallocated the group of subjects taken. The grouping is iteration which makes the calculation process to the initial cluster (change in the cluster).

Table 3. Final results of grouping

	Cluster				
	1	2	3	4	5
Human Transformation	53.00	110.40	101.00	93.94	84.64
Change management	46.00	50.00	68.03	68.97	49.18
Management Flexibility	73.00	66.70	104.52	90.91	75.41
Type of work	3.33	3.00	2.31	2.25	3.64
Years of service	2.00	2.90	2.86	3.34	3.14
Gender	1.33	1.70	1.52	1.53	1.68

The final grouping table above provides an overview of each unit of analysis and the grouping formed. The consideration in describing the results of the analysis follows the provisions presented by Kaufman and Rousseeuw (2005), as follows:

- a. If the calculated value is negative, the identified group has criteria below the average
- b. If the calculation result is positive, then the group is above the total average.

Table 4. Distance between Clusters

Cluster	1	2	3	4	5
1		57.892	61.52	50.27	31.911
2	57.892		42.945	34.894	27.217
3	61.52	42.945		15.37	38.371
4	50.27	34.894	15.37		26.836
5	31.911	27.217	38.371	26.836	

Table 4, which describes the distance between clusters, shows that if the group value is getting bigger, the distance between groups is also getting bigger. The analysis table shows that group 1 and group 2 have a distance of 57.892, and group 1 and group 3 have a distance of 61.520. The distance between group 1 and group 4 is 50.270, and group 5 is 31.911. The distance between group 2 and group 3 is 42,954, group 4 is 34,894, and group 5 is 27,217.

Table 5. Test of difference between clusters

	Cluster		Error		F	Sig.
	Mean Square	Df	Mean Square	df		
Human Transformation	2767.284	4	43.422	91	63.731	0.000
Change management	2101.157	4	52.145	91	40.294	0.000
Management Flexibility	4216.84	4	40.762	91	103.449	0.000
Type of work	8.069	4	1.626	91	4.962	0.001
Years of service	1.867	4	1.189	91	1.571	0.189
Gender	0.185	4	0.250	91	0.740	0.567

The Anova table above shows the p-value for the six variables. The human transformation has a value of 0.000, change management is 0.000, management flexibility is 0.000, and the type of work is 0.001, so it can be concluded that the four variables have significant differences, while the years of service have a value of 0.189 ($p > 0.05$), and the gender is 0.567 ($p > 0.05$), which means that there is no difference between the length of service and gender.

The results of the cases in each cluster provide an overview of the respondents who enter each cluster, which is then the researcher gives the name of each cluster as follows.

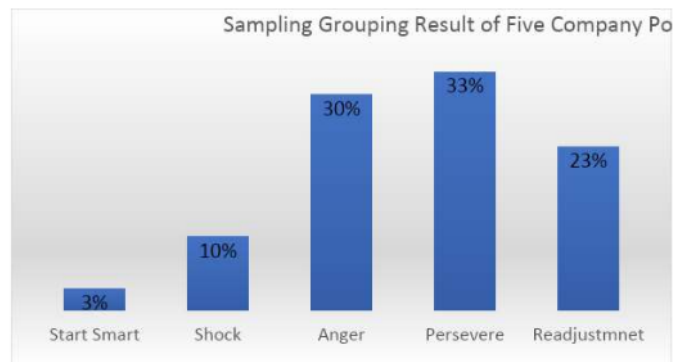


Figure 2. Sampling Grouping Result of Five Company Policies

Figure 2 shows the sampling grouping result of five company policies, that of the overall sampling divided into five groups, namely 33% in the persevere group category, 30% sampling in the Anger group category, then 23% sampling in the readjustment group category, and 10% of the sampling goes to the shock group, and 3% of the sampling goes to the smart start group. The group naming is based on the characteristics of the group with the mean centers. The high-score group is a sampling that is considered ready to transform to the fifth group, namely sampling with the characteristics of making adjustments. Kaufman and Rousseeuw (2005) explain that researchers can name based on the characteristics of each cluster, and Hair, et., al (2009) explain that in the k-means method, the number of clusters is determined by the user. Therefore, it is necessary to find the optimum number of clusters that can group objects well (Please note that this method is relatively subjective).

A review of the human resources transformation change process can also be seen from the following clustering. Figure 3 illustrates that 67% of employees from the smart start cluster do not understand the policy changes implemented by the company, and only 33% of employees understand the changes. Cluster shock is 50% of employees who do not understand the change, but there are 30% of employees who understand the change in company policy. Then the anger cluster is 59% who understand the policy change, and only a few employees who do not understand the

change. While 47% of the persevere cluster understand the change, 50% of the employees do not understand the change, while in the readjustment cluster, 86% of the employees do not understand the change.

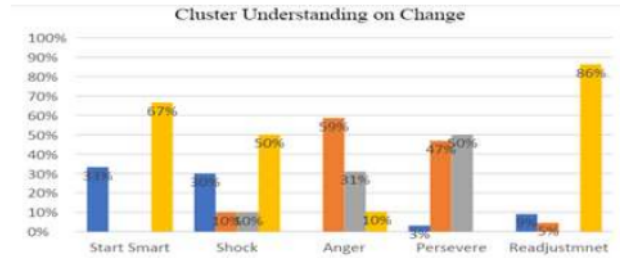


Figure 3. Level of Cluster Understanding on Change

The graph in Figure 4 shows that each cluster has a perspective on applying flexible management in their respective companies. A start smart cluster is a group of employees who consider that the management at their place of work is classified 100% as inflexible, the shock cluster is 60% of employees view the management at the company where they work as inflexible, but 40% of employees view the company's management as very flexible. Then the anger cluster is 79% of employees who decide that the company is flexible, and 17% of employees considered it very flexible. At the same time, in the preserved group, 72% of employees decided that the company management was less flexible. The readjustment cluster is 82% of employees who consider that the company where they worked does not have flexible management.

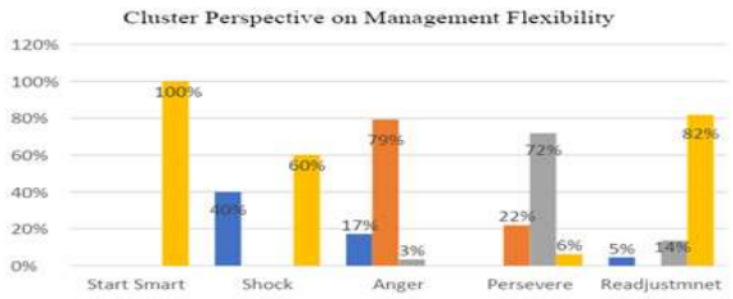


Figure 4. Cluster perspective on flexible management

Based on the data as shown in Figures 3 and 4, it can be seen as follows.

- a. *Smart Start Cluster* is a cluster that mostly consists of employees who do not understand the company policy change related to the company's business perspective by transforming HR. This group also considered that the company does not apply management flexibility.

- b. The shock cluster is a cluster that has various perspectives on the company policy change, although, in this group, most of them do not understand the changes. This cluster assesses that the company does not implement flexible management, although some employees think the company has implemented very flexible management.
- c. The anger Cluster is the majority of employees who understand that there is a company policy change and consider that the company where they work has implemented flexible management.
- d. Persevere a cluster is a group of employees who do not understand the company policy change and who have a less flexible perspective on management applied in their workplace.
- e. The readjustment cluster is the majority of employees who have a perspective on policy changes as non-existent or irrelevant conditions, or the employees do not understand the importance of the changes that are taking place. This cluster also has a perspective on flexible management practices that do not occur in the company where they work.

Table 6. Correlation Change and Management Flexibility

Variabel	Chi Square	Sign.
Change management	80.495	0.011
Management Flexibility	122.71	0.000

Table 6 shows the change management or employee perspective on policy change as a variable to measure human resources transformation and obtained a probability value of 0.011 ($p < 0.05$), which means there is a significant positive correlation. Likewise, the practice of management flexibility and human resources transformation obtained a probability value of 0.000 ($p < 0.05$), which indicates a significant positive correlation. It can be said that policy change and management flexibility have a significant positive correlation with human resources transformation.

Discussion

The cluster analysis result that tested the human resources transformation by reviewing the company's changed policy and management flexibility and by taking samples from five different companies determined five cluster characteristics. The correlation test results between clusters and change policy and management flexibility have a probability value of less than five percent, so it can be said that clusters and change policy and management flexibility have a significant correlation.

The existence of this correlation can describe the character of each cluster based on the stages of human resources transformation. It can be explained as follows. Start Smart Cluster is a group of employees in which the human transformation process is

still in the pre-planning stage or the early stages of planning change (Nizamidou & Vouzas, 2021), where most of the employees are getting ready for change. There is an educational process at this stage, and employees begin to learn to survive or maintain their job status (Saha & Kulkarni, 2019). Shock Cluster, in this cluster, most employees have started trying to make various changes by following the leadership and co-workers. At this stage, the employee's reaction is usually shocked (Nizamidou & Vouzas, 2021). The shock arises due to the employee's unpreparedness to face changes and environmental conditions categorized as vulnerable or at risk (Vardarliier & Ozsahin, 2021). Anger Cluster, in this cluster, the change process has been implemented despite various actions from employees during the company reorganization, changes in work design, and job enrichment because the change process can be observed quite clearly from its impact on employees, such as depression, anger, and feelings of worry about losing employees. Persevere cluster is, as Vardarliier and Ozsahin (2021) explain, the process of human transformation in which the reorganization process and new work relationships have been tried and conditioned. This group consists of company employees who strive hard to maintain the old conditions so that at this stage, employees often fail to keep up with the changes and more flexible management. Readjustment Cluster, employees of this cluster, are classified as trying to adapt to conditions, but they have not been able to understand the policy change and flexible management implementation, so the alignment of employees' work behavior is still trying to adapt to new work methods. Matthijsbal and Izak (2021) explained that this cluster still does not understand change and management flexibility other than the feeling of change due to external threats, which force changes to regulate as a way to survive.

The existence of the employee's grouping in these five characteristics can illustrate that the management of change or change policy implemented by Aerofood Indonesia Surabaya Ltd unit is a systematic and structural effort to re-manage facilities, resources, and minimize the impact of the change process due to unstable social, economic and political conditions (Nizamidou & Vouzas, 2021). Ivanova, et., al (2020) and Halid, Yusoff, and Somu (2019) concluded that the approach used in change management adapts the general management approach, namely planning, organizing, actualizing, and controlling, which leads to human transformation. Change management is a business solution so that when the company makes changes, it can produce the business solutions needed, and the company can carry out the HR transformation process, which is considered capable of being more successful and more organized (Al-Jedaiah, & Albdareen, 2020).

In one case, the application of flexible management applied by Aerofood Indonesia Surabaya Ltd unit during the Covid Pandemic has brought up various regulations such as social security in the company, which also impact regulations or operations in all work areas. Most Aerofood Indonesia Surabaya Ltd unit employees

are trying to adjust the company's operations to comply with government regulations regarding working hours, the workplace, and restrictions on social movements. However, most employees are also aware of company policy changes, and more flexible management began to be implemented during the Pandemic.

Management flexibility is a more strategic company operational management (strategic flexibility) and requires companies to improve their ability to adapt to the environment. When the business environment changes due to advances in civilization or other factors, such as a pandemic, companies must be able to see various opportunities, risks, and possibilities. Therefore, companies that apply management flexibility will try to resolve conditions as long as employees carry out the adjustment and adaptation process to survive and compete in uncertain situations. The ability of employees and management of Aerofood Indonesia Surabaya Ltd unit to adapt to changes in the business environment is relatively difficult. Rigidity often occurs because some managers and employees focus more on seeing past success. Aerofood Indonesia Surabaya Ltd unit sometimes tries to convince themselves and persevere so that the old ways of working are sometimes used, even though the old ways of working are considered less relevant to the condition. These have an impact on the slowness to change and become inflexible. It can be said that the company will also experience obstacles in carrying out the transformation of human resources that can adapt to various conditions that continue to change.

According to Francis and Baum (2018), the human resource process is a learning process that provides companies with new and up-to-date skills and allows the employees to be better at adapting to the changes in the unstable business environment due to external situations. Berampu and Sari (2019) explain that the company's learning capacity is highly dependent on HR and the management team has the competence and enthusiasm for change (Tamanna, et., al, 2018). So management and HR are more agile in identifying any changes, and they must adapt the changes with relevant patterns to maintain and develop the work abilities of employees and the company.

In addition, Aerofood Indonesia Surabaya Ltd unit has been trying to map the degree of change in management and the company. Which areas are more ready to make changes and apply flexible management, and what is the probability of the company's operational management is. This is important so that the company does not have to respond excessively and spend resources to solve small problems due to changes and flexible management systems that employees have begun to implement and reject. Thus, the key to management flexibility and change is a successful strategy and depends on the company's ability to transform employees.

Conclusion

The results of this study have described the existence of five clusters with different characteristics and perspectives on each process of change and flexibility of

company management during the Pandemic. In this study, employee clusters according to their characteristics consist of clusters of employees who start smart, namely employees who have entered the human transformation process in the early stages of planning changes; employees with shock clusters have started trying to make changes by following their leadership and co-workers; employees from anger cluster, have made changes and reacted to organizational changes, changes in work design and work responsibilities due to the change process and its impact on work mental conditions, such as anger, worry, and a sense of loss; employees from the persevere cluster, who are reorganizing and trying to improve work relations by trying and conditioning themselves in their work situations; and the readjustment cluster, namely employees who have tried to adapt to changing conditions but have not been able to understand policy changes and the application of flexible management.

Recommendation

Regarding the results of the research and discussion presented, it is recommended that the company's management further improve the ability to scan the environment and identify environmental changes resulting from the Pandemic. Company management must be able to seize opportunities or recognize conditions that are felt to be threatening, determine the direction of the impact of change on the company, and give priority to employees who need support to adapt and make strategic changes.

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