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# ACHIEVING ORGANIZATIONAL COMPETITIVE ADVANTAGES THROUGH COLLABORATION DURING COVID-19 PANDEMIC

Rizka Zulfikar, S.Tp, MM

## Abstract

In any situation that involves the interaction of more than one person, in the case of COVID-19, the potential for conflict will always exist so that collaboration in the organization plays an important role to maintain a conducive work climate within the organization. The causes of various conflicts vary from different goals, different ways of achieving goals, and problems of injustice in the organization. Conflicts that cannot be resolved properly will have an impact on decreasing competitive advantage, and decreasing productivity and trust in the leadership or organization. In organizations or companies that are demanding teamwork, conflict that is not handled becomes a strong signal will begin to dim the company's performance.

**Keywords:** Collaboration, COVID-19, Organization, Employees, Management

## A. INTRODUCTION

Collaboration is a form of interaction, discussion, compromise, cooperation related to individuals, groups or several other parties, both those involved directly or indirectly. In addition, collaboration means having the same and strong values as a component of effective collaboration. For example, having the same goal direction, common perception, a sense of mutual compromise, determination to find solutions together, and so forth.

Collaboration is very much needed in the world of work. Work collaboration is instilled in many companies so that all employees have strong team collaboration. It is true that collaboration does not always bring benefits to us. Even so, like everything else, collaboration also has some disadvantages for running it. One of the disadvantages of collaboration is that we will experience stress because of too many conflicts. Logically, the more people there are, the more ideas will be conveyed, and the conflict will be more diverse.

## B. COLLABORATION STRATEGIES

### A. Collaboration Effective

Collaboration Creative collaboration is needed so that companies can still excel together with the team. There are 4 ways that can be applied to enhance creative collaboration.

#### 1. Include All Team Members.

The first and foremost thing is ensuring that all team members are truly involved in every work process. Don't let them feel left behind or feel left out. When there is one or

several team members who feel left behind, then creative collaboration will not form properly.

Hightail's survey results show that 60% of employees feel that leaders who play an important role in every work project are not too detailed and do not provide careful supervision of their employees, so many of the employees are not included in the work project process. Usually this often happens to people outside the core creative team.

## **2. Reducing the Use of E-mail as Collaborative Media.**

The use of e-mail is still very well known today. In a recent survey conducted by Hightail it showed that one third of respondents worked on creative collaboration projects that were not completed on time. In fact, 66% of people in the project only reviewed the project via e-mail. Meaning, they see and check visual documents sent by e-mail such as pictures and videos. Unfortunately, only 30% of people use email as an effective collaboration medium to provide feedback on these visual documents.

Logically, how to create creative collaboration if there are only a few interactions and feedback. In addition, only 30% actively participated, while 66% of them only became silent observers.

Instead of focusing too much on email as a collaborative medium, why not use more effective communication methods such as direct discussions (presentations), video conferencing or online meetings.

## **3. Increase the Frequency of Communication.**

The results showed that teamwork with excellent team collaboration always maintained their communication regularly. That is, their frequency of communication is very frequent. All team members chat, interact, listen to each other. They are also often involved in informal communication such as drinking coffee together outside the office to look for ideas together or just enjoy the beautiful afternoon with colleagues. Communication that is established with a high frequency will facilitate the formation of creative collaboration.

## **4. Recruit Gifted Team Members.**

To maximize the desired creative collaboration process, companies need to make wise and selective selections from the start. Collaboration requires people who are tough and

truly talented. That is why one of the keys to effective creative collaboration is to ensure that all team members have shining talents.

In other words, companies should not just choose to include someone in the creative collaboration process, because with the right selection process, creative collaboration will be more easily created.

## **B. Collaboration between Management and Trade Unions**

Management must respect the existence and function of trade unions as representatives of employees. Conversely, unions must also respect management for managing the company's operational activities and directing the activities of its employees.

Both parties must mutually accept and acknowledge the perspective of their rights and obligations in accordance with the provisions of labor regulations and social norms that apply and are standardized in collective labor agreements or company regulations.

More than that, management must also respect the human rights of all employees to join and participate in trade union activities, even in fairly stringent industrial action efforts such as the right to strike without fear of intimidation, pressure, coercion, and other influences from parties management.

Likewise, trade unions are also obliged to treat all employees well and in principle in good faith, including even when employees refuse to join a union and treat and behave towards management properly and respectfully according to social norms.

Management and trade unions should also go hand in hand to always agree to a mutual agreement in the form of a Partnership Agreement that is built synergistically and mutually. The main vision to be built from this condition is the formation of mutually beneficial relations between management and employees, the formation of basic conditions of quality and comfortable work conditions (working hours, wages, and work environment) for employees and the existence of a bipartite mechanism that effective, responsive and proactive in overcoming various industrial conflicts.

One of the fundamental principles in universal employment rules is to encourage both parties to be able to unite and resolve their industrial differences and conflicts in a collaborative perspective. For this reason, it is necessary to build and foster good relations by upholding the principles of justice, respect and respect for human rights.

As much as possible, conflicts that arise must be resolved between employees and their superiors. A responsive industrial environment needs to be built in which any problems that

arise, especially industrial problems, must be addressed immediately and become a concern for all parties.

Efforts that involve third parties, both non-litigation and litigation channels, should be avoided and prevented. In principle, it is the internal parties of the company who know the company's internal problems best.

Management must provide competitive and fair wage standards, appropriate and adequate benefits, and a quality and comfortable work environment in accordance with company conditions and equality with other similar companies. The management needs to share sufficient information regarding strategic matters to be built by the company to the union.

The management also needs to hear the aspirations of the union, especially those related to the policy aspects and the efficiency of the company's operational activities. Moreover, when the company's operational or financial plan issues arise, it will negatively impact employees.

Both parties must also work together effectively with an open and effective communication system. They no longer only meet when there is a problem. They need to develop collaborative strategies in order to achieve mutual mutual goals and will also improve customer service orientation and condition a comfortable work environment for employees. Collaborative union and management relations must be built on the foundation of mutual mutual interests honestly, fairly and with mutual trust.

The management-union collaboration will be an effective medium for developing and implementing improvements in the workplace and at the same time building good relationships with various other stakeholders, such as suppliers, customers, governments, and the community. A mechanism for joint learning between trade union elements and management partners is needed to explore the various potential benefits of management-trade union collaboration and equip them with various studies and processes to implement this collaboration in their work environment.

### **C. Collaboration During the Covid-19 Pandemic**

Many companies misunderstood the impact of the spread of the covid-19 virus. Changes in the office structure with employees who work from home and business travel restrictions to meet clients are defined as companies that will lose money. However, it turns out that after being implemented, how to work from home is not just effective, it is really efficient and increases the productivity of company employees if done the right way.

Most companies do not believe how this work from home will be effective. But in reality with this condition, like it or not, any type of business is starting to get its employees to work

from home to continue to prevent the spread of the covid-19 virus. Either all employees or only some who work from home. If you are still confused about how to work from home still makes the company run without obstacles, it turns out, communication and collaboration with technology is key. Communication with each other between employees, communication from subordinates and employees is the key to the success of work from home. In addition, collaboration with technology also greatly helps businesses in increasing productivity.

### **1. Make Virtual Faces as often as possible**

Written communication is often misinterpreted and this is indeed a natural thing for humans and part of their nature. Not a few people who conclude a paper with the wrong purpose. So, it is clear that communication greatly affects the course of your company. So, face to face as often as possible. You can use Google Hangout and Zoom to bring together various elements of the company. Employees with you and other employees will not care how your hair or where you sit. They just want to be there and meet their coworkers. Being able to see each other while talking is very important and can avoid work misunderstandings.

### **2. Using Emoji**

Some of the employees do not allow to continuously meet virtually or via video calls. Sometimes, you still need written communication. Then you can use emojis to show your expression. For example, smiling faces, laughing and others. This will help set the tone in written communication that not only helps convey intentions and thoughts but can also unite the company people as an organization. Also use appropriate and clear punctuation, if you use question marks and if you ask questions, use periods.

### **3. Employee Performance Control**

Businesses must monitor employee performance because at home, business owners or managers cannot see directly what employees are doing. Herein lies the business must collaborate with technology. You can use the HR application to monitor employee attendance directly. For example the Talenta application, there is a feature Live Attendance to monitor employee work. With the principle of check-in and check-out that can be directly carried out on the smart-phone, employees who will start working can click on check-in and employees who have finished work click on check-out. This time attendance system is also based on real-time location, selfie features and additional notes if needed.

Besides controlling employee performance can also be regulated by the feature Task\_in Talents. So that the assignment of work to employees will be easier. After the work is done, employees can enter the results of their work in the Talent application.

#### **4. Payroll Punctual**

When employees work from home because of an outbreak, they must also get their salary on time. Data that is not centralized and not integrated with the attendance system in one application causes HR confusion if the payroll process is advanced because of necessity. In addition, an emergency process like this also can also cause human errors due to errors in the bookkeeping process. In addition, the HR department might also have to go to the office because all data is on their computer. This could pose a risk of contracting and transmitting the covid-19 virus to the HR division.

By using applications that already have various features such as talent, job communication will be more structured and neat, employee performance can be monitored continuously and payroll\_keep it running. Of course, this will maintain good communication between the company and employees.

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