

Impact of Working from Home during a Pandemic Against Employee Performance (Exploratory Study)

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ABSTRACT

Working from home (WFH) is an efficient solution during the Covid-19 pandemic to maintain productivity and avoid transmission of the corona virus. However, the pattern of work done from home is different from work done in the office. Of course, the performance produced by employees will be different. Thus, in order to maintain a balance between work and employee commitment, various aspects of WFH are studied. In this study, there were four aspects that were studied during the WFH to see employee performance, namely aspects of space, time, social, and economy. In addition, this study also aims to analyze the advantages and disadvantages of WFH during the Covid-19 pandemic from an employee perspective so that it can be used as evaluation material for the implementation of WFH in the Secretariat of the Language Development and Development Agency. This study used an exploratory method and the data were analyzed descriptively. The survey found six advantages of WFH, namely (1) time flexibility; (2) time efficiency; (3) financial efficiency; (4) energy efficiency; (5) quality time with family; and (6) increased productivity and ten WFH deficiencies, namely (1) lack of facilities; (2) increase in household operational costs; (3) miscommunication; (4) difficulties in supervising the work of employees; (5) difficulty completing work without face to face; (6) difficulty determining priorities; (7) unclear work deadlines; (8) loss of work motivation; (9) the number of distractions at work; and (10) data insecurity.

Keywords: *Work from Home (WFH), Performance, Covid-19 Pandemic*

INTRODUCTION

The Covid-19 (coronavirus disease 2019) pandemic has hit almost all countries in the world. In a relatively short time, many victims fell due to the disease caused by the corona virus. To prevent the rapid transmission of the virus, through the Decree of the Minister of Health of the Republic of Indonesia Number Hk.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (Covid-19) (2020), the Indonesian government establishes various health protocols that must be obeyed by all people in Indonesia, such as using masks, washing hands, maintaining distance, to limiting activities.

In accordance with the recommendations of the World Health Organization (WHO), the Indonesian government has implemented various restrictions and urges people to work, study, and even worship from home. These various activities can be carried out online through the use of technology (Masrel, 2020).

The Covid-19 pandemic has brought many changes in various sectors of life. The pandemic has not only had an impact on the economic, social, educational, tourism, and so on, but has also changed the culture in the work environment. By imposing large-scale social restrictions, face-to-face work patterns have changed to work from home patterns or also known as WFH. The trend of WFH is considered an efficient solution during the corona virus outbreak to keep productivity running (Dharma,

et al., 2021).

However, the change in work patterns that require employees to work online raises various assumptions about employee performance. The existence of limited control from superiors and the accumulated workload that cannot be resolved face-to-face are the triggers for the emergence of concerns about the low performance of employees (Sedayu, et al., 2021). Various obstacles are very likely to occur during WFH. According to Dharma, et al. (2021), some of the obstacles that are often found include incomplete WFH facilities when working in the office, working hours that are too flexible so that work is often not completed on time, mental health problems, distrust of superiors towards employees, and others (Mungkasa, 2020; Dharma, et al., 2021; Sedayu, et al., 2021; Andriyana and Supriansyah, 2021).

The corona virus that is spreading globally is predicted to create a long-term social impact, both inside and outside the work environment. Rapid and sudden modifications in social interactions will force many standard practices in the work environment to be reviewed and readjusted. Significant transformations in the workplace relationship with work habits require adjustment and flexibility in various aspects (Dharma, et al., 2021).

Indeed, WFH has many positive impacts, such as flexibility in working hours, minimizing transportation costs, minimizing stress levels due to congestion, and so on. According to Dharma, et al. (2021), despite favorable conditions, most employees admit that they do not like WFH

because it can reduce motivation at work and increase electricity and internet bills. In addition, the possibility of leaking confidential data is very large through the internet. Various household matters such as children's distractions at work can also reduce productivity. Crosbie and Moore (2004) explain that employees who work from home must consider various aspects, such as character, abilities, and targets.

Doing work from home of course has a different pattern from the habit when doing work in the office. Thus, the resulting performance is of course different between the two if they continue to use the same work pattern. Different aspects of WFH can result in different performance. In order to create a balance between work and employee commitment, it is important to analyze the impact of WFH on improving employee performance which is influenced by these various aspects. Therefore, this study intends to find out the various aspects contained in WFH and the impact that WFH has on employee performance. In addition, this study also aims to analyze the advantages and disadvantages of WFH during the Covid-19 pandemic from an employee perspective so that it can be used as evaluation material for the implementation of WFH in the Secretariat of the Language Development and Development Agency.

LITERATURE REVIEW

Work Form Home (WFH)

Working from home or often referred to as WFH is actually not a new thing in the world of work. According to Mungkasa (2020), as an

effort to overcome traffic congestion on the way home-office-house, the WFH scheme has even been known since the 1970s. In addition, Garg and Rijst (2015) argue that WFH can also eliminate the boredom of employees working in a limited space in the office. Employees can also have flexible working hours. For this reason, some companies allow selected employees to work from home. It can also be used as material for experiments and company evaluations regarding the various potentials produced.

The concept of working from home is often known as teleworking. The concept of teleworking is used in contexts that indicate work is done remotely. Teleworking is often referred to as homeworking because the work is done from home. This teleworking, according to Golden (2007), is a form of virtual work also known as telecommuting that requires information technology to work and communicate. The introduction of notebooks and mobile phones has become the main thing so that it can make work can be done anywhere (Felstead, et al., 2005). The WFH concept is independent of the confines of space and time so that it can be done anywhere and anytime (Tietze, 2002).

There is no globally recognized definition of telework. However, based on various emerging definitions, working remotely is seen as a work organization that requires information and communication technology to enable workers to get access to work wherever they are, even in remote areas. Electronic devices are the main tools in WFH. However, the feasibility of WFH will

give different results to the potential of each employee. Socio-demographic variables, such as age, gender, and education have been considered as influential variables between WFH and performance (Choukir et al., 2022). Meanwhile, Shirom, et al. (2008) stated that demographic variables, such as gender, age, and years of service act as moderators of employee performance during WFH.

According to Gądecki, et al. (2018), working from home causes the private and public world, family, and work to merge into a limited space of movement. The fusion of the public and private worlds that are in one limited space widens the opportunities for tension to arise. In this case, teleworking is present as a medium that negotiates various boundaries between the personal world (inside the house) and the outside world (Mea and Hyronimus, 2020).

Gądecki, et al. (2018) states three categories in defining public and private and creating boundaries between work and home. The three categories are space, time, and social roles. In the space category, there is a transformation of private space into a pseudo public space. In the time category there is an overlap between the time for completing homework and professional tasks. Meanwhile, in the social role category, there is a construction process in the self-narration of individuals who act as workers from home (teleworker) as well as members of the house. Meanwhile, Setiawan and Fitrianto (2021) argue that the advantages and disadvantages of implementing WFH can be perceived through three dimensions, namely economic,

technological, and social.

Therefore, in this study, the authors determined that in analyzing the advantages and disadvantages of implementing WFH, it is seen through four aspects, namely space, time, social, and economic.

Employee Performance

Employee performance is something that employees do as a form of contribution to the agency. Aristana and Dewi (2022) state that performance measurement is an important thing to do for the sustainability of an agency. Employee performance can be measured through an evaluation system that has been set by each agency (Ainun, et al., 2021).

To achieve the goals that have been targeted by an agency, its employees must have good performance (Nugraheni, et al., 2022). According to Kasmir (2016), in measuring employee performance there are six indicators that must be considered, namely quantity, quality, processing time, cooperation between employees, cost suppression, and supervision. Meanwhile, according to Soelistyoningrum (2020), in measuring employee performance there are five indicators, namely quality, quantity, timeliness, effectiveness, and independence. The quality of work can be measured through the perfection of the employee's work. The quantity of work can be measured by the amount of work produced. Punctuality can be measured through the completion of work in accordance with the given target time. Effectiveness relates to the use of resources owned by the agency, such as money, labor, raw

materials, and so on. Then, independence can be measured by the way employees complete work targets without depending on others.

Basically, performance includes mental attitudes and behavior in looking at work. An employee will feel satisfied if his performance is better than before (Ainun, et al., 2021). An employee is considered to be performing well if he is able to complete work targets in accordance with his responsibilities and authorities in achieving the goals set in an agency (Immanuel, 2022).

METHOD

The primary data for this research are answers collected through a survey of 33 respondents who experienced a period of working from home (WFH) during the Covid-19 pandemic (since March 2020). Meanwhile, secondary data is collected through publication data in various journals, books, and so on. Data collection was carried out in March 2022.

The respondents were employees from various fields at the Secretariat of the Language Development and Development Agency, Ministry of Education, Culture, Research, and Technology. This study uses an exploratory method to obtain various information about the advantages and disadvantages of the concept of working from home or work from home during the pandemic. Then, the data were analyzed descriptively.

The survey was conducted by distributing semi-structured questionnaires regarding the identity of the respondents as well as their perceptions of WFH and

performance. To find out respondents' perceptions, the authors grouped four aspects that affect WFH, namely spatial, time, social, and economic aspects. Meanwhile, to see employee performance, the authors apply six indicators, namely quality, quantity, timeliness, effectiveness, independence, and ability to work together..

RESULT

In this study there were 33 respondents consisting of 58% men and 42% women. The existing respondents were grouped into 5 age groups, namely (a) more than 50 years (6%); (b) 41—50 years (45%); (c) 31—40 years (42%); (d) 20—30 years (6%); and (e) less than 20 years (0%). 91% of the respondents were married (who had 1 child 15%, 2 children 58%, and more than 2 children 18%), while the other 9% were unmarried. When viewed from the last education of the respondents, 9% of high school graduates are equivalent; 15% have completed diploma education (D-1, D-2, D-3, or D-4); and 76% have completed S-1, S-2, or S-3. 85% of the employees surveyed are civil servants (civil servants), while 15% are PPNPN (non-civil servant government employees). Respondents' tenure is grouped into 4 categories, namely (a) 1—5 years (9%); (b) 5.1—10 years (18%); (c) 10.1—15 years (30%); and (d) more than 15 years (42%). All respondents (as many as 100%) earn around IDR 5,000,000 —Rp 9,000,000.

Various Aspects of WFH

In this study, to see the various aspects that affect WFH, the authors grouped them into four, namely

spatial, time, social, and economic aspects.

In the aspect of space, there are 5 questions posed to the respondents. The five questions relate to the comfort of the room, cleanliness and tidiness of the room, the feasibility of the room to work, tranquility, and internet facilities in the room. Of the 33 respondents, 85% stated that the work space at home was quite comfortable and had adequate air circulation, 82% stated that the work space at home was clean and tidy, 82% stated that the work space at home was quite decent, and 88% have adequate internet facilities. However, 36% of all respondents stated that they find it difficult to find peace when working from home. Of the 36% of respondents who felt they did not get peace at work, 8 of them had 2 children. However, the presence of many children is not the main cause of the noise, because only 3 out of 6 respondents who have more than 2 children feel that their workplace is less quiet. In fact, there is 1 respondent who only has 1 child feels that the space to work at home is less calm.

For the time aspect in WFH, there are five questions posed to respondents, namely speed in completing work, flexibility in determining work schedules, time they have in completing work, controlling time between work and personal affairs, and quality time with family. As many as 52% of respondents claimed to be able to complete work faster than when working in the office, 94% of respondents claimed to be free to determine schedules to work while at home, 82% of respondents claimed to

be able to manage work time and personal affairs well, 79% of respondents claimed to have more time most of the time in completing office work, and 94% of respondents admitted to having high quality time with their family without leaving work during WFH. From this aspect of time, it can be concluded that most employees feel great benefits while working from home, because they can complete work as well as complete personal matters. Employees can also do work while enjoying time with family. Before WFH was implemented, working and gathering with family was almost impossible. However, even though most respondents claimed to have flexible work schedules, longer working hours, can determine their own time to work, as well as quality time with family, there are still 48% of respondents who stated that they are not faster in completing work even though they have longer time.

Meanwhile, when viewed from the social aspect, all employees (100% of respondents) claimed to have performed their role in the household (family) optimally, both as husband, wife, children, and parents, even 91% of respondents admitted that the demands of work were not interfere with domestic life during WFH. Most of the employees' families (97%) support the implementation of the WFH. As many as 82% of respondents said that family activities at home did not interfere with completing work during WFH. In addition to the relationship between employees and family members at home, through this social aspect, the relationship between employees and superiors, as

well as co-workers in the office or outside the office, is also investigated. Indeed, 88% of respondents claimed to have good communication with their superiors during WFH. However, only 76% of respondents stated that they received good direction during WFH. This means that 24% of respondents received bad directions. In addition, only 79% of respondents had good communication with their fellow work teams during WFH. That is, there are still around 21% of respondents who have poor communication with fellow co-workers. However, they can still obtain data and information from outside the office smoothly. However, 33% of respondents stated that work demands often interfere with their time off (rest).

In addition to the spatial, time, and social aspects, to analyze the advantages and disadvantages of WFH, the economic aspects that may occur are also investigated. During WFH, employees still get food allowance and performance allowance even though they don't go to the office. For this reason, 94% of respondents stated that they could save on expenses, especially for transportation costs that had to be spent on home-office-house trips. However, 70% of respondents stated that electricity and internet costs were higher than usual.

Employee Performance at the Secretariat of the Language Development and Development Agency

In this study, to see employee performance during WFH, the authors applied six indicators, namely quality, quantity, timeliness,

effectiveness, independence, and ability to work together.

Of the 33 respondents surveyed, 73% said they could minimize mistakes and innovate at work, but only 52% said they were able to complete their work better than other coworkers. Meanwhile, as many as 88% of respondents stated that they were able to achieve the given job target and even 70% of respondents were able to complete the work before the allotted time. Most employees (85% of respondents) are able to work independently and even 88% can work well without the need for supervision from superiors. However, 64% of employees feel they are able to act quickly in making their own decisions. Despite working in different spaces, 94% of respondents said they could work well in teams. However, behind it all, there is something that is quite disturbing during the WFH, namely the number of respondents who often forget or are late in filling out the attendance list, which is quite large, namely 55%. Of course this affects the food allowance and performance allowance they will receive.

Strengths and Weaknesses of WFH in Employee Perception

Broadly speaking, through a survey conducted in this study, it was found that the majority of respondents were interested in working from home as a result of the Covid-19 pandemic. Although the mobility and social interaction of the employees are very limited, this study revealed that 73% of the employees' performance is considered good.

In the survey conducted, respondents were asked to describe

the advantages and disadvantages of working from home that they have experienced since March 2020. Some of the advantages and disadvantages are as follows:

The advantages of working from home

Based on a survey conducted, working from home (WFH) has several advantages over working in an office.

Time Flexibility

In WFH, employees have flexible working hours. They can arrange their work schedule freely. They also have a longer time to complete the work.

Time Efficiency

Because they don't have to move from home to office, employees can save a lot of time.

Financial Efficiency

Besides being able to save a lot of time, employees can also save on transportation costs that usually have to be incurred when working in an office.

Energy Efficiency

In addition to time and financial efficiency, employees can also save energy because they do not have to feel tired due to traffic jams.

Quality Time With Family

Socially, some employees have more time with their families. They can see and play with children while working. If they work in an office, they can often only spend time with their families during holidays. Thus, the relationship between employees and family members (either children, husband/wife, or parents) becomes closer. A lot of time at home can also be used by employees to worship in a solemn, calm, and unhurried manner.

Increased Productivity

In addition, with adequate space supported by appropriate technological facilities, work done from home can provide optimal results. In doing work at home, employees also claim to be able to focus more so that they can work optimally.

Disadvantages of working from home

Besides having advantages, based on a survey conducted, WFH also has several disadvantages compared to working in an office.

Lack of Facilities

Although 82% of respondents claimed to have adequate space to work from home, not a few complained about the lack of facilities to work. These incomplete facilities are often the cause of delays in data distribution, so that making an urgent decision is considered impractical and fast. In addition, not a few employees are technologically savvy so that it can hinder the completion of work.

Increased Household Operational Costs

To be able to work remotely requires a stable internet network. But unfortunately, the private internet network owned by employees is often unstable. For the use of a private internet network also requires a higher fee than usual. Likewise with electricity. Not infrequently the cost for electricity swells.

Miscommunication

The long distance and the lack of communication between superiors and subordinates or between fellow employees often lead to

misunderstandings. As a result, the coordination of a job is not optimal and the work cannot be completed quickly. In addition, with frequent policy changes from the government due to the Covid-19 pandemic, directions from superiors also often change for a job. Of course it can also make work to be disrupted.

Difficulty Supervising Employee Work

The absence of a mechanism to control the work of employees to work optimally without direct supervision makes it difficult for superiors to know the progress of work and the abilities of their employees.

Difficulty of Completing Jobs Without Face-to-face

In reality, not all work can be done from home. For the completion of several administrative matters that require direct face-to-face meetings, such as the affixing of a supervisor's wet signature, it will become an obstacle during WFH.

Difficulty Determining Priority Scale

One advantage of WFH is time flexibility. However, if not managed properly, this time flexibility becomes a drawback for WFH. Working time that is too flexible results in less focus on completing work because employees find it difficult to make priorities. In order to focus on completing the work, it takes a high commitment from the employee.

Unclear Job Deadline

Time that is too flexible is often the cause of the overlap of several

jobs at once. It is not uncommon for several virtual meetings to occur at the same time. Of course this makes the completion of a job less focused and effective. Time limits for work are often unclear. Employee vacation time is often used to complete work.

Loss of Work Motivation

Working only from home continuously can also lead to boredom. Several employees aged 20 to 30 years, especially those who are not married, admit that WFH causes them to be less social. This can lead to a lack of motivation to complete the work.

The Number of Distractions at Work

Being able to play with children and gather with other family members is an advantage of WFH, which many employees like. However, it is not uncommon for the presence of children and other family members to become a nuisance in completing work. This is not only complained of by employees who have more than two children, but also employees who have one or two children. When parents are finishing work, children often ask to be accompanied to play. Apart from children, housework is also often an obstacle in completing office work.

Data Insecurity

In WFH, data security is something that must be considered, especially documents that are confidential. In the distribution of data, it is necessary to pay attention to the network used so that it does not leak and can only be accessed by the sender and recipient of the data.

The current trend of WFH is defined as an adopted approach to getting work done flexibly. Even though there are various disturbances at home, employees must be able and responsible for completing the work targets that have been set. The WFH program is considered the right solution for the community during the Covid-19 pandemic.

CLOSING

Conclusion

Working from home or WFH is carried out as a form of transformation of the conventional way of working that is usually done in the office into work that must be completed from home due to certain events, such as the Covid-19 pandemic. The main goal of WFH is to maintain institutional productivity during the pandemic.

In this study, there are four aspects that are traced to affect the performance of employees in WFH, namely aspects of space, time, social, and economy. Meanwhile, there are six indicators used to measure employee performance, namely quality, quantity, timeliness, effectiveness, independence, and ability to work together.

From research conducted through exploratory studies, it was found that WFH has several advantages and disadvantages. Some of these advantages are (1) time flexibility, (2) time efficiency, (3) financial efficiency, (4) energy efficiency, (5) quality time with family, and (6) increased productivity. Meanwhile, some of the shortcomings of WFH are (1) lack of facilities, (2) increased household operational costs, (3)

miscommunication, (4) difficulty supervising employee work, (5) difficulty completing work without face to face, (6) difficulty determining priority scale, (7) unclear work deadlines, (8) loss of work motivation, (9) the number of distractions at work, and (10) data insecurity.

Employee performance during WFH is highly dependent on proper facilities and a quiet work environment at home. In addition, the mechanism for controlling the work of employees is also very necessary to get optimal work results.

Suggestion

Further evaluation needs to be carried out by the institution (Language Development and Development Agency) that has implemented WFH in response to the global Covid-19 pandemic. To maintain employee performance, it is necessary to have a policy in following up on WFH deficiencies that are found. Seeing the performance of employees during WFH during the pandemic, it is possible that WFH can still be applied post-pandemic later.

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