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Human Resources Management Strategy to Maintain Profit at The Era of the Covid-19 Pandemic

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Abstract: The covid-19 pandemic urged companies to increase the capabilities in human resources management in the midst of increasingly difficult challenges and change in work design into all digital. Some of the companies make all kinds of policies to keep their business alive, whether it's no production policy, temporarily closing its business, or even layoffs, due to their cash flow problems. This research aims to discover Human Resources Management Strategies to Maintain Profit in the Era of The Covid-19 Pandemic (Case Study at PD. Pratama Shellindo). Research Methodology employed in this research is Qualitative Research. Data is taken by observing and interviewing some leaders and employees, and also by literary studies. The research discovered Human Resources Management Strategies to Maintain Profit at the Era of The Covid-19 Pandemic as follow: first, previously PD. Pratama Shellindo applied three shift working hour which is 1st shift at 06.00-14.00, 2nd shift at 14.00-22.00, and 3rd shift at 22.00-06.00. However, based on prevention guide written in the decree of Indonesian Republic Ministry of Health, HK.01.07/MENKES/328/2020 about Prevention Guide and Control of Covid-19 at Office and Industrial Workplace in Supporting Business Sustainability at Pandemic Situation, which encourages the nullification of 3rd shift, PD. Pratama Shellindo responded with some adjustment in gas station's operational hour during covid-19 pandemic, from 24 hours a day with 3 shifts to 16 hours a day with 2 shifts only: 1st shift at 06.00-14.00 and 2nd shift at 14.00-22.00. And the gas station operated at 06.00-22.00. And secondly, it is implementing health protocols. For employees, those protocols called for wearing masks and hand gloves, and also body temperature checking regularly. Moreover, there was regular cleaning up and disinfectant spraying to oil dispenser, toilet, and prayer room around the gas station. In the service area, SHELL also implemented social distancing policies between employees and customers as well as between employees it selves. Aside from that, SHELL supplemented additional vitamins for its employees to increase their immunity and to keep them healthy. In the refueling area, there were some changes too; among them were safe distance policies. For two wheels vehicles, the riders should get off their bikes and stand beside their bike across the refueling operators. This consistency to health protocols was expected to maintain public trust toward Shell services. So it's urgent to keep the risk of transmission of Covid-19 at minimum for Shell's gas station customers. The customers who are satisfied and having trust in Shell's products/services will gladly redo their purchases. These two policies were the strategies implemented by PD. Pratama Shellindo to maintain profit in the era of pandemic. Take into account that, according to a survey by the Ministry of Labor, around 88% companies that are affected by the pandemic are at loss.

Keywords: Human Resources Management, Company Profit, PD. Pratama Shellindo

INTRODUCTION

The world is now being troubled by the pandemic of Covid-19, with no vaccine being discovered to counter it, as of now. And Indonesia is one of its victims. The covid-19 pandemic made the economy go under drastically. Right now company leaders have to rack their brains to find ways to survive in this pandemic, whether it is the company revenue or the safety and health of its employees. There are lots of challenges to be solved. And the first one is the Work from Home strategy and policy. How will it be executed? One needs to keep making plans even though the pandemic makes all the businesses in various industries go down badly (Esthi, 2020).

The state government has implemented emergency public activity restriction, or better known as PPKM Darurat, to suppress the spread of Coronavirus. In Jakarta, the policy of public activity restriction made the number of Covid-19 cases go up and down. Companies from various sectors can still operate under this policy of activity restriction with various conditions. The company operational arrangement in the times of emergency public activity restriction refers to the newest regulation from the state government, which is Minister of Home Affairs Instruction number 18 Year 2021 (Gusti, 2021). Through this regulation, the state made some adjustments to what sector of the company can operate in the middle of emergency public activity restrictions, which are the most basic and critical sector of industries. The most critical sectors are energy, health, security, logistics and transportation, food and beverage industries and its supports, petrochemicals, cements, national vital objects, disaster management, national strategic projects, constructions, core utilities (electricity and water), and industries that supply the basic needs of the population. Referring to the instructions of the governor of Jakarta number 44 year 2021, the government allowed groups of its citizens to mobilize during the restriction. The groups are generally who work at the essential and critical sectors, and also who have urgent needs such as visiting the sick family member. Specifically for essential and critical sectors, the STRP has to be applied collectively from the companies or the offices.

Covid-19 global pandemic affects heavily on industries. Internally unstable conditions of companies due to decrease in profit forced lots of companies to make use of efficiency, employee layoffs is one of many steps to take. Bappenas' data from 2020 estimated the number of open unemployment to increase by 4-5,5 million people (Modjo, 2020). At the time of pandemic the industry is also challenged to be adaptive and innovative in managing its internal talents. This time of pandemic is a great time to improve, either in employment or in its management. The Covid-19 pandemic prompted many companies to improve their capabilities in human resources management in the midst of increasingly difficult challenges and changes to all digital work systems. The time of pandemic is the time to fight against digital disruptions and time to strengthen employee safety to fend off the effects of pandemic that threaten the sustainability of the company as well as worsen the national economy. "Although the challenge keeps getting bigger, the opportunity to improve the capabilities and capacities of human resources finds its momentum in this time of pandemic.

Lots of changes occur in the time of pandemic. Kids who usually go to school have to study at home. Office, field, and factory workers have to take a break and work from home. Time passes by; Covid-19 pandemic is still there and keeps striking. Businesses are slowly starting to collapse one by one. Layoffs are one of the consequences of the pandemic. Layoffs are actually a routine activity carried out by companies for the benefit of its sustainability. Layoffs are a situation when an employee is removed from his jobs due to his lack of ability to fulfill the organization's interests. Layoffs are actually something that is not preferred by anyone involved in the organization. For the employee, layoffs are the loss of his job and this means loss of his income. Therefore, it's usually not preferred by employees unless there are certain reasons. For the company, layoffs mean a new process of recruitment with relatively big costs, unless there are other company considerations.

Minister of Manpower, Ida Fauziyah noted that there were 17,8% of companies that executed layoffs during Covid-19 pandemic. On the other hand, there were 25,6% of companies temporarily sent their employees home, and another 10% did both. The survey held by the Ministry showed that around 88% suffered losses in their operations due to the pandemic. The loss was generally caused by decreased sales which resulted in decreased production volume also. According to the survey, most of the companies still employ their employees even though they suffered losses in their operation and production (Aziz, 2021)

Some companies implemented various policies to preserve their businesses; ranging from not carrying out their production, temporarily closing their businesses, to dismissing some of their employees due to cash flow difficulties. Some of the companies can still survive in today's situation, but there is a limit to how companies can survive. The main factor for the increase in layoffs is the decline in public consumption of the products of these companies. And this further affects the company's revenue.

There were efforts by the Government to deal with the impact of this pandemic, such as "kartu pra-kerja" program and basic needs assistance, which is expected to maintain and improve people's purchasing power. Economic growth plummeted, layoffs risk went up. The layoffs have potential to raise the crime rate due to economic pressures. Indonesia's trade union seriously asked the government to prevent layoffs during the pandemic, as the mass layoffs were considered inhumane for today's condition. Company owners cannot be mushy as if all the profits they get suddenly disappeared due to the pandemic. All this time, company owners have already received a lot of stimulus from Jokowi's government. Aside from mass layoffs, some of the companies offered unpaid leaves to their employees or were sent home. All this is for the survival of the company.

Due to the pandemic, some of the companies were forced to temporarily stop their operation and it caused the decrease in revenue. This indirectly lowered the rate of profit in the running period, and it affected how good the financial statements would be. The decline in profit rate made it possible for company management to carry out acts of profit management in order to meet investor expectations. Profit is the most crucial thing and the one that investors pay the most attention to in the financial statements. Investors use profit information as the first benchmark to assess all management performances, before they analyze further the financial statement. This is in line with two previous researches conducted by Healy (1998) which stated that one indication of profit management is affecting perception or expectation of investors in the Stock Exchange. Acts of profit management carried out by management of a company can lower the quality of financial statements, as financial statements must be presented based on actual condition. The presentation of a financial statement that is in accordance with actual conditions can minimize user errors in making decisions. With the declining performance of the company due to Covid-19 pandemic, the financial statement should be presented properly, even though the reality was bitter.

Shell Indonesia is a part of Royal Dutch, one of the top 4 private Oil and Gas Company based in Holland. Shell Indonesia has more than 100.000 employees spread over 100 countries and regions. Operated in Downstream Oil Products, Shell Indonesia serves the market share of business and motor vehicle drivers. Shell Indonesia manages business activities which includes both direct oil marketing and trading or through designated distributors (Darmawan, 2016) .

PD. Pratama Shellindo is one of Shell oil retailer companies. This company is headquartered in Kyai Tapa Street 261. This company is led by Drs. Markus Sutarmo, M. M has existed since 2007. Today, PD. Pratama Shellindo has 5 Shell gas stations to manage and it is located as follow:

1. SPBU Shell Kyai Tapa;
2. SPBU Shell Hasyim Ashari;
3. SPBU Shell Gunung Sahari;
4. SPBU Shell Danau Sunter Utara;
5. SPBU Shell Jembatan Lima.

In collaboration with various parties and stakeholders, Shell Indonesia moved together to help the nation by always ensuring the availability of its products and services, and always keep prioritizing the health and safety of its employees and customers. With spirit to help and support each other, Shell Indonesia will always synergize in overcoming the challenges of the pandemic. Covid-19 pandemic pose formidable challenges to many companies in Indonesia, both in terms of human resources management and profit maintaining strategy. From this situation, I am interested in researching Human Resources Management in Order to Maintain Profit in the Era of Covid-19 Pandemic by conducting case studies in PD. Pratama Shellindo (Bintoro, D., & Daryanto, 2017)

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resources Management

According to Bintoro and Daryanto “Human Resources Management is a kind of science or way to manage relationships and roles of resources that is owned by individuals efficiently and effectively, and also can be maximally used to achieve common goals of company, employee, and society” (Bintoro, D., & Daryanto, 2017).

According to Herman Sofyandi stated that “Human Resources Management is defined as a strategy to implement management functions, which is planning, organizing, leading, and controlling, in every human resources operation activity/function that start from process of recruitment, selection, training, and development, placement that includes promotion, demotion, and transfer, performance assessment, compensation, industrial relationship, to layoffs, all of it is intended to increase productive contributions of human resources of the organization towards goal achievement effectively and efficiently”. Based on expert opinions stated above, it can be concluded that human resources management is a science in managing and planning and also processing relationships and roles of an individual or employee in order to carry out the responsibilities towards the company effectively and efficiently in order to achieve goals set by the company.

Company's Profit

Every company tries to get maximum profit. Profit gained will affect it's sustainability in business. Definition of profit will be explained according to experts' opinions: L. M. Samryn, stated that the definition of profit is “internal source of funds gained from normal activities of a company that does not require additional costs in its storage and usage” (Kawati, 2018)

Wild and Subramanyam, stated that “earnings or net income indicate the profitability of the company. Profits reflect returns to the equity holders in the current period, as the posts in the reports detail how the profits are gained”. Based on definitions stated above, it can be concluded that profit is surplus of income over costs as a reward for producing goods and services in one accounting period (Subramanyam, K. R., & Wild, 2014)

METHODS

This research is qualitative research. Data taken by observations and interviews of some human resources leaders and some employees also, as well as literature reviews. According to Basrowi and Suwandi (Ali, 2009), an interview is giving questions to informants and then the informants answer accordingly. Norman, K and Denzin stated that observation is carried out by noting every visible symptom with the help of predetermined instruments for scientific purposes or other purposes. The results of observations and interviews then are processed to become this research (Denzin, 2009)

RESULT AND DISCUSSION

General Descriptions

Founded in 2007, PD. Pratama Shellindo is a trading Company in general trade business, engage in retail – gas stations. Gas stations managed by PD. Pratama Shellindo are SHELL's, and to this day many well-known companies have become regular customers of the gas stations managed by PD. Pratama Shellindo.

Shell is one of the international brands that already has 43.000 gas stations across 100 countries and provides fuels for more than 10 million Shell's customers a day. Shell Indonesia Retail has been operated for 15 years since 2005 and now Shell's gas stations are in major cities like Jabodetabek, Bandung, and Medan.

Human Resources Management Strategies to Maintain Profit in the Era of Covid-19; Case Study at PD. Pratama Shellindo

Organizations and human resources have to navigate through hard impacts of the new coronavirus diseases (COVID-19). This external crisis needs a dynamic human resources system in order to handle the growing concern in every sector in the whole wide world, specifically in the Indonesian formal sector and its employees. Human Resources Departments act as liaisons between the organizations and their human resources. Therefore, the human resources officers need to ensure the balance in profit of every party involved in the employment contracts. As the employers have goals to maximize their profits, so do the employees aim to maximize the satisfaction of their jobs. In attempts to ensure the satisfactions of both parties fulfilled after the Covid-19 crisis period, there are needs to reintegrate the existing practices and procedures. Surpassing the crisis needs learning, innovations, and adaptations. Human resources practices need to be modified, reconstructed, and practiced (Rusilowati, 2020)

Performance management is vital to ensure that every employee stays productive and involved in the period of pandemic. Good performance management involves good leadership, clear goal statements, and open feedback. Performance management tools include annual work reviews; where the employees are reviewed by their managers. It also includes active feedback tools where colleagues, managers, subordinates, and sometimes even customers review the performances of employees. This kind of tool can really help in giving feedback. Performance management is also an instrument to close the gap between current and future employees. One of the best ways to build great future labor is through training and development.

According to Bintoro and Daryanto, "Human Resources Management is a kind of science or way to manage relationships and roles of resources that is owned by individuals efficiently and effectively, and also can be maximally used to achieve common goals of company, employee, and society". So steps taken by PD. Pratama Shellindo to manage its human resources and to maintain its profit in the era of Covid-19 pandemic are as follow:

Adjustments of Working Shifts;

Previously, application of shift work has been stated in the Decree of Manpower and Transmigration Minister of Indonesia: Kep. 233/Men/2003 about the type and nature of work carried out continuously. And it arranged in detail by Labor Act Number 13 year 2003, which in 77th article stated that (Sudibyo, 2016):

1. Every entrepreneur is obliged to carry out the provisions on working time
2. Working time as stated in section (1) covers: 7 hours a day and 40 hours a week in 6 working days; 8 hours a day and 40 hours a week in 5 working days.
3. The provision of working time as stated in section (2) is not applicable to certain sector of businesses or jobs.

4. The provision of working time in certain sectors of businesses or jobs, as stated in section (3), is regulated in the Ministerial Decree.

Previously, PD. Pratama Shellindo implemented three shifts working hours: 1st shift at 06.00-14.00, 2nd shift at 14.00-22.00, and 3rd shift at 22.00-06.00. However, based on prevention guide written in the decree of Indonesian Republic Ministry of Health, HK.01.07/MENKES/328/2020 about Prevention Guide and Control of Covid-19 at Office and Industrial Workplace in Supporting Business Sustainability at Pandemic Situation (Pambudi & Hanik, 2020) which encourages the nullification of 3rd shift, PD. Pratama Shellindo responded with some adjustments in the operational hours of its gas stations. Now, it's only two shifts working hour with 1st shift at 06.00-14.00 and 2nd shift at 14.00-22.00 and the operational hour of the gas stations at 06.00-22.00.

The rules as stated above are applied to minimize risks of virus spreading and to protect health and safety of all employees. Implementation of the working shifts system is still allowed as long as the employees get their rights for proper salary and rights for enough rest.

Implementations of Health Protocols

For employees, the protocols include the obligation to wear masks and hand gloves and also regularly checking body temperature. Additionally, there are routine activities such as cleaning up and disinfectants spraying, starting from the fuel dispenser to toilets and prayer rooms at the gas stations.

In the services sector, the protocols include keeping safe distance between the officers and the customers or among the customers. On the other hand, there were vitamins given to the officers in order to enhance their body endurance and to maintain their health. And there were some modifications in the oil refilling sector; specifically for customer with 2 wheels vehicles, they are required to get off their bikes and stand beside their bike across the position of the operator.

And for the customers with 4 wheels or more vehicles, they were advised to stay inside their vehicles. Or if getting out is necessary, there is minimum distance of 1 m between them and the operator. The customers are also required to keep their masks on, in accordance to the government recommendations. And it was recommended to pay cashless in order to simplify the payment transaction and to minimize the risk of exposure of Covid-19.

For cash payment transactions, it is recommended to use money in exact amount required, and still keeping safe distance between the officers and the customers. Shell always supports all the government's strategic steps in tackling the Covid-19 pandemic.

This consistency towards health protocols is expected to maintain people's trust in Shell's gas stations services. So the customers of Shell need to be protected from the risks of exposure of Covid-19. If the customers are satisfied and having trusts in Shell's products/services, they will happily purchase more. When the trust is gained, the customers can be persuaded to buy more items. For example, the initial purchase is 1 product only. It is easily persuaded to buy more, let's say a cup of coffee or a bottle more engine lubricant or everything there is to sell. These number of purchases can possibly generate more profits than from new customers. It is because new customers are relatively harder to convince to buy more items. This is why you have to increase the trust of your customers in order to book more profit from their increasing trust in your products/services. This is the strategies implemented by PD. Pratama Shellindo to maintain its profit, considering the results of Manpower Ministry survey which stated that around 88% companies affected by the pandemic are at loss.

CONCLUSIONS

Performance management is vital to ensure productivity and involvement of employees during the Covid-19 pandemic. Good performance management involves good leadership, clear goals statements, and open feedback. Steps carried out by PD. Pratama Shellindo to manage its human resources and maintain its profit during the Covid-19 pandemic are as follow.

1. Working Shifts Adjustment

Previously, PD. Pratama Shellindo implemented three shifts working hours: 1st shift at 06.00-14.00, 2nd shift at 14.00-22.00, and 3rd shift at 22.00-06.00. However, based on prevention guide written in the decree of Indonesian Republic Ministry of Health, HK.01.07/MENKES/328/2020 about Prevention Guide and Control of Covid-19 at Office and Industrial Workplace in Supporting Business Sustainability at Pandemic Situation, which encourages the nullification of 3rd shift, PD. Pratama Shellindo responded with some adjustments in the operational hours of its gas stations. Now, it's only two shifts working hour with 1st shift at 06.00-14.00 and 2nd shift at 14.00-22.00 and the operational hour of the gas stations at 06.00-22.00.

2. Implementation of Health Protocols

For employees, the protocols include the obligation to wear masks and hand gloves and also regularly checking body temperature. Additionally, there are routine activities such as cleaning up and disinfectants spraying, starting from the fuel dispenser to toilets and prayer rooms at the gas stations.

In the services sector, the protocols include keeping safe distance between the officers and the customers or among the customers. On the other hand, there were vitamins given to the officers in order to enhance their body endurance and to maintain their health. And there were some modifications in the oil refilling sector related to safe distance; specifically for customer with 2 wheels vehicles, they are required to get off their bikes and stand beside their bike across the position of the operator.

This consistency to health protocols was expected to maintain public trust toward Shell services. So it's urgent to keep the risk of transmission of Covid-19 at minimum for Shell's gas station customers. The customers who are satisfied and having trust in Shell's products/services will gladly redo their purchases. These two policies were the strategies implemented by PD. Pratama Shellindo to maintain profit in the era of pandemic, considering the results of Manpower Ministry survey which stated that around 88% companies affected by the pandemic are at loss.

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Human Resource Management must carry out its function to ensure the welfare of both parties to the contract. Getting past crises will require learning, innovation, and adaptation. As the impact of the Covid-19 Pandemic is not short-lived, it is necessary to adapt existing human resource practices to ensure a balanced sharing of burdens between employers and workers.

If Human Resources planning is done well, benefits will be obtained; (1) Leaders have a better view of the Human Resources dimension or their decisions, (2) The cost of Human Resources is smaller, because management can anticipate imbalances, (3) More time is available to place talent because of need can be anticipated and known before the actual number of workers needed.

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