

Pola Perilaku dan Sumberdaya Manusia Pekerja Milenial Menghadapi *New Normal* di tengah Pandemi COVID-19

The Behavioral Patterns and Human Resource Development of Surabaya Millennial Workers Facing New Normality Amid the COVID-19 Pandemic

Reni Astuti*

Pengembangan Sumber Daya Manusia, Sekolah Pascasarjana Universitas Airlangga, Surabaya
E-mail: asmaastuti72@gmail.com

ABSTRACT

The young workforce that dominates Surabaya is the millennial group or generation Z. New normal during the COVID-19 pandemic is causing young workers to work from home (WFH). This study aims to investigate how stakeholders can formulate policies that follow the needs of workers and the development of human resources (HR). The method used is a quantitative method with a purposive sampling technique. The instrument used is the FWOQ scale, a 6-level Likert scale with 12 items given to 153 millennial worker participants. This research found that the millennial who did WFH due to the pandemic tended to experience difficulties. It is different from millennial workers who have been WFH since before the pandemic, which tends to be easier to handle. The barriers felt by the two groups tend to be the same, such as barriers-others, barriers-costs, and barriers-commitment. The originality of the research puts more emphasis on millennial workers who have the character of getting bored quickly, dynamically, and always wanting to be updated but facing WFH.

Keywords: *millennial, new normal, policy Work From Home (WFH).*

ABSTRAK

Tenaga kerja muda mendominasi Surabaya, yaitu kelompok milenial atau generasi Z. *New Normal* di masa pandemic COVID-19 menyebabkan pekerja muda *Work from Home* (WFH). Penelitian ini bertujuan untuk merumuskan bagaimana pemimpin dapat merumuskan kebijakan sesuai dengan kebutuhan tenaga kerja dan pengembangan sumberdaya manusia (SDM). Metode yang digunakan adalah kuantitatif dengan teknik *purposive sampling*. Instrumen yang digunakan adalah skala FWOQ, skala Likert-6 dengan 12 item yang diberikan kepada 153 pekerja milenial sebagai responden. Penelitian ini menemukan bahwa pekerja milenial yang melakukan WFH akibat pandemic cenderung mengalami kesulitan. Berbeda dengan pekerja milenial yang sudah WFH sejak sebelum pandemi, cenderung lebih mudah untuk ditangani. Hambatan yang dirasakan oleh kedua kelompok tersebut cenderung sama seperti hambatan *barrier-others*, hambatan-biaya, dan hambatan-komitmen. Orisinalitas penelitian ini lebih menekankan bahwa pekerja milenial memiliki karakter cepat bosan, dinamis, dan selalu ingin mengembangkan diri namun harus menghadapi WFH.

Kata Kunci: milenial, *new normal*, kebijakan, *Work from Home* (WFH).

*Corresponding author

INTRODUCTION

The Work From Home (WFH) scheme has been around since 1950 and started in Europe. Telecommuting (working remotely) comes from the term 'teleworking' and intends to reduce congestion and energy consumption, which is different from the current condition of handling the COVID-19 pandemic. With the COVID-19 pandemic, workers or office employees made adaptations that initially worked on the spot in the office and switched to remote. In terms of understanding, Huuhtanen (1997) defines *telecommuting* as an activity, in this case, an employee who uses technology devices that are in a particular place far from his office location. De Rossette (2016) also states that telecommuting is an employee acting in a company or organization with work methods that are carried out partially or entirely outside the office using technological devices.

Mungkasa (2020) himself looks at telecommuting as a model for managing remote work from the office partially or all the time with the availability of technology. There are two types of telecommuting methods that are generally applied—first, freedom of working time (flex time). Second is the freedom of the workplace (flex-place). In principle, flexible work arrangements are intended so employees can complete their tasks without being limited by time or a proper place of work (Ham & Etikariena, 2022).

The COVID-19 pandemic has directly changed the behavior patterns of people in Indonesia, with restrictions on mobility ranging from PSBB to PPKM, which also impacts workers, especially office employees. According to health experts, this condition also has the potential to become endemic, in other words, a prolonged phenomenon. Therefore, the term adaptation of new habits (new normal) is an alternative to dealing with the COVID-19 pandemic. The COVID-19 pandemic, which is entering its second year, also impacts the profile of Surabaya, which is known as the center of business, industry, trade, and education in the East Java region (Kompas, 2020). Furthermore, offices are the sub-sector most affected by the COVID-19 pandemic caused by the WFH policy or working from home, which then lead to workers or employees follow the policies for handling the COVID-19 pandemic in Surabaya.

Young people dominate the Surabaya workforce. Statistically, there are 1.582.564 total workforces in Surabaya as of 2020. The number consisted of those who work (1.427.668) and open unemployment (154.896). Workers or employees have a share of 824.477. Young people in the Surabaya population also have a significant portion, with Generation Z at 25,79 percent and Millennials at 25,04 percent. The millennial generation is between 20 and 34 years (BPS City of Surabaya, 2021).

In general, research on remote work or WFH has been carried out in various cities in Indonesia, including Surabaya. The general study is about the impact of WFH on the performance landscape in general in the scope of performance of government and private employees in Surabaya (Dharma, 2021). Furthermore, some studies have been carried out within the scope of certain government agencies as well as in the research segment related to the work profession in government institutions, more specifically at the certain government office level (Ashal, 2020; Suranto, 2020; Nasution *et al.*, 2020; Salain, 2021; Soelistyoningrum, 2020). So, no one research identify at the level of government employees across sectors.

Furthermore, studies related to the relationship between the influence of WFH and employee performance also describe the influencing dimensions, namely economic management, environmental-technology, and social (Mungkasa, 2020). Other literature also explains the impact of WFH on employee performance during WFH, including flexible working hours, interaction with co-workers, internet consumption, transportation costs, disturbance of the home atmosphere, and work motivation (Salain, 2021).

The exploration of WFH also continues in several papers that present the effect of the pros and cons of WFH on the profits and losses of government employees. The implementation of WFH for employees, it shows a relationship between employee performance and the WFH system, which has a positive trend and tends to increase (Suranto, 2020; Nasution *et al.*, 2020). In addition, several studies reveal how to deal with WFH with work/life balance for employees

facing WFH in each agency, corporation, and job provider (Andriyana & Supriansyah, 2021; Thornthwaite, 2002).

Other research also confirms studies that highlight the relationship of WFH to the barriers experienced by workers, for instance: social interaction, internet access, decreased work motivation, environmental disturbances, the portion of flexible working hours, which have an impact on increasing workloads and can even lead to work stress (Angraini & Eprilianto, 2022; Ashal, 2020; Ham & Etikariena, 2022; Himawan *et al.*, 2020). Besides that, other research also presents the relationship between WFH, which simultaneously makes the house a public space and a domestic space. The division of space and time in cyberspace is also related to a person's role and social status in the real world of work (Jacky *et al.*, 2021).

The emphasis of this study is to know the fulfillment of the needs for human resource development needed for workers. Millennials are currently WFH because of the limitations of direct interaction and mobility. Furthermore, the research subject targets those who work in government agencies. In other words, this paper aims to find changes in HR behavior towards citizen services.

The next difference is comparing workers who have done WFH and never WFH to find out the effect of remote work patterns among government employees. Finally, this study looks for a suitable scheme for government agencies in managing human resources to face the new normal conditions in Surabaya, which in previous studies focused on employee problems in certain corporations or instants.

Therefore, in this paper, the researcher intends to discuss the behavior patterns of the Millennial generation in implementing the WFH scheme. In addition, this research is a provision to prepare policies or recommendations and input for the Surabaya City Government in managing its workforce. Thus, the Surabaya City Government can take appropriate intervention steps for workers, especially workers or office employees, by using an approach that looks at the typological needs of the Millennial generation.

Literature Review

Based on Suranto (2020) in his research on "*Pengaruh Work From Home Terhadap Kinerja Pada Kppn Nabire KPPN Jayapura Dan Kanwil DJPB Provinsi Papua*" shows a significant and positive influence on employee performance during the implementation of Work From Home. According to Mungkasa (2020), in Bappenas' research on "*Bekerja Dari Rumah (Working From Home/WFH): Menuju Tatanan Baru Era Pandemi COVID 19*," there are three dimensions that affect the effectiveness of workers when carrying out WFH including economic-management, environmental-technology and social.

Likewise, research on flexible working hours, co-worker interaction, internet consumption, transportation costs, home atmosphere disturbances, and work motivation. Research by Salain (2021) on "*Studi Eksplorasi Dampak Work From Home Pada Kinerja Karyawan Bumh Di Wilayah Denpasar Karyawan Di Masa Pandemi COVID-19*". Research by Nasution *et al.* (2020) on "*Pengaruh Bekerja Dari Rumah (Work From Home) Terhadap Kinerja Karyawan BPKP*" shows that there is a relationship between employee performance and the WFH system that is experiencing a positive trend and tends to increase.

This co Likewise, research on employees at the Denpasar Immigration Office shows that the WFH concept can affect employee performance. The condition is also linear with research at the Ministry of Law and Human Rights, particularly at the Medan Special First-Class Immigration Office. Referring to Ashal's (2020) article on "*Pengaruh Work From Home Terhadap Kinerja Aparatur Sipil Negara Di Kantor Imigrasi Kelas I Khusus TPI Medan*," community services can continue to run as they should when the WFH concept is applied. However, there are inhibiting factors in implementing WFH that employees feel, namely employee social relations, obstacles to using technology such as internet access, decreased work motivation, and environmental disturbances.

In line with this research, Ham and Etikariena (2022) stated that implementing flexible work arrangements in Indonesia still requires some adjustments to be more effective. It takes the

right work resources following environmental conditions so that the workload can increase the impact of a job. Furthermore, the study stated that employees are less likely to feel the benefits of flexible work arrangements. Companies that do this to empower and reward employees make employees feel a high quantitative workload can prevent them from feeling attached to their work (Ham & Etikariena, 2022). Similarly, the study by Himawan *et al.* (2020) states that flexible work arrangements can even result in job stress because employees still need to prepare.

In addition, the research of Soelistyoningrum (2020) on "*Pengaruh Efektivitas Work From Home Terhadap Loyalitas dan Kinerja Karyawan Kantor Imigrasi Bitung,*" also shows that there is a tendency for changes in employee performance during WFH. Three things were found through the WFH case at the Bitung Immigration Office. First, there is the effect of employee loyalty on the level of effectiveness of WFH. Second, there is an effect of employee performance on the level of effectiveness of WFH. Third, based on the results of the MANOVA statistical test, it can be understood that there is a relationship between the effectiveness of WFH with employee loyalty and performance (Soelistyoningrum, 2020).

This study uses the Flexible Work Options Questionnaire (FWOQ) scale from Albino (2004), which has been adapted by Ham & Etikariena (2022) to measure employee attitudes toward flexible work arrangements (WFH). This measuring instrument consists of 4 dimensions with 12 items with 6 Likert scale ranges (strongly disagree to strongly agree). The four dimensions include work-life balance, barriers related to the views of co-workers in the office (barriers-others), barriers related to finances and costs (barriers-cost), and barriers related to feelings of dissociation and commitment to the workplace (barriers-commitment). However, in the summation of scoring, this scale is divided into two factors, work/life balance, and barriers. The work/life balance factor consists of items 1, 5, 6, 7, and 8. The barriers factor consists of items 2, 3, 4, 9, 10, 11, and 12 (Albino, 2004). The results of the reliability test of Cronbach's Alpha on the scale in this study obtained 0,77, which indicates good reliability.

RESEARCH METHOD

The method in this research is non-experimental quantitative. This method was chosen because researchers want to know the behavior of millennial workers doing WFH. The dependent variable in this study is the WFH millennial worker group, while the independent variable is flexible work arrangements. Researchers measured the differences in the behavior of millennial workers who did WFH because they were affected by the pandemic (group 1) and those who did WFH since they first worked (group 2). These two groups were chosen because researchers wanted to determine whether the WFH work system affected the millennial worker group who had to do WFH due to the pandemic.

The sampling technique used in this research is non-probability sampling because the exact number of the population is unknown, so sampling is based on freedom, and not all populations have the opportunity to be chosen as the sample (Sugiyono, 2013). The respondents obtained in this study were 153 people consisting of 139 participants in group 1 and 14 in group 2. The sample is 176 millennial worker respondents in Surabaya who have been and are currently doing WFH for at least one month. This figure is obtained based on the calculation of G*Power to get a moderate effect (0.5).

The analytical technique used in this study is the independent T-Test. The independent T-Test technique was used because the researcher wanted to know whether there was a significant mean difference between the two unrelated groups. The program used to analyze the data in this research is JASP version 0.14.1.

All respondents have agreed to be involved in this research. The consent was based on their will when they first filled out an online questionnaire asking about their willingness. Thus, all responses obtained by the author have been approved and permission from the respondents.

RESULT AND DISCUSSION

Researchers use google forms as a medium for data collection. The number of respondents obtained through Google Forms is 156, of which three have data that must be eliminated because they need to follow the aged standard of the respondent's criteria. Thus, the data processed in this study were 153 respondents consisting of 139 respondents in group 1 and 14 in group 2. In general, the demographic data of participants were as follows:

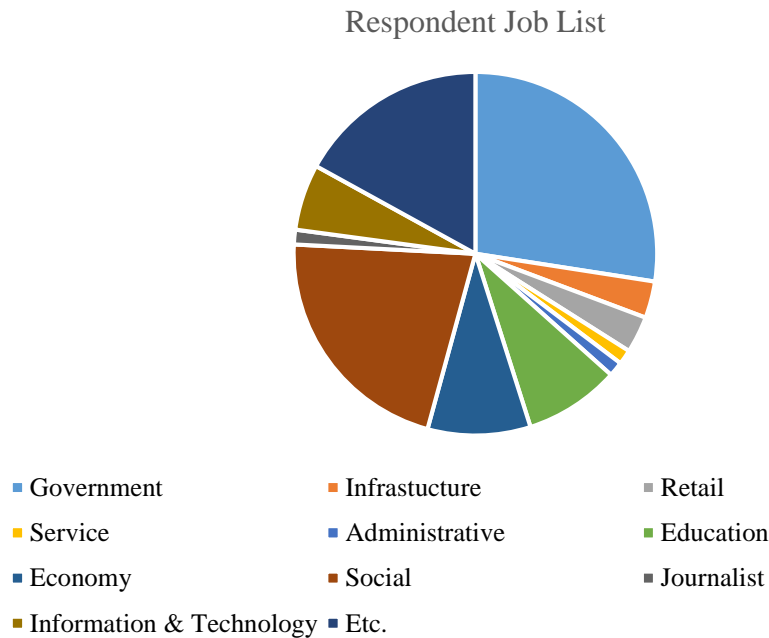


Figure 1. Respondent Job List

In this study, the female respondents were higher than the male respondents, as many as 85 out of 153. Meanwhile, the dominating age range is 20-24 years, totaling 70 respondents. Other age ranges, namely 25-29 years, as many as 55 respondents, and age 20-24 years, as many as 28 people. Looking at the length of the period the subject does WFH, 95 respondents did WFH for 1-2 months until the research was carried out, 17 respondents did WFH for 3-4 months, six respondents with a range of WFH 5-6 months, and 35 respondents who have been WFH for more than six months.

Table 1. Demographic Aspect Respondent

Demographic Aspect		N	%
Gender	Woman	85	55,5
	Man	68	44,5
Age	20-24	70	45,76
	25-29	55	35,9
	30-34	28	18,3
WFH Working Period	1-2 months	95	62,01
	3-4 months	17	11,1
	5-6 months	6	3,9
	>6 months	35	22,8

This study obtained respondents from various types of workers in Surabaya. There are ten main job fields filled by millennials, namely in the fields of government, services, economy, information technology, infrastructure, administration, social, retail, education, and journalists. The description of the respondent's job list and the amount for each field of work is as follows:

Table 2: Respondent Job List

Respondent Job List	N
Government	42
Infrastructure	5
Retail	5
Service	2
Administrative	2
Education	13
Economy	14
Social	33
Journalist	2
Information Technology	9
Etc.	26

In the early stages of the study, a reliability test was conducted, which showed that the scale had a good Cronbach's Alpha coefficient $> 0,7$. Furthermore, the normality test results found that both groups were in a normal distribution. Thus, although the range of respondents between the two groups is quite far, it can represent the existing population.

The results of the T-Test study found that the two groups had significant differences in the effect size of the medium. These differences include the attitude of employees who WFH due to the pandemic effects compared to employees who have started WFH before the pandemic.

Table 3: Independent Samples T-Test

	t	df	p	Cohen's d
Total	2,420	151	0,017	0,658

If examined further, the two groups had a significant difference in the work/family balance factor ($p < 0,05$), which was 0,03. The mean score of the group of employees who did WFH before the pandemic was higher than that of employees who just did WFH during the pandemic. So, employees who WFH because of the pandemic have a lower work/family balance adaptation attitude than those who have been doing WFH since before the pandemic.

Behavioral Patterns of Surabaya Millennial Workers

Mungkasa (2020) states that one of the challenges in a flexible work system is that there needs to be a clear boundary between the office and home. Workers with flexible work arrangements have unlimited working hours. The arrangement certainly impacts individual relationships with neighbors and family because of the emergence of discomfort or anger when individuals who do remote work do not participate in household and environmental work even though they are at home (Mungkasa, 2020).

Furthermore, Thornthwaite (2002) explained that there are three work/life balance levels that employees must manage to demonstrate an adaptive WFH attitude. The three levels include individual skills in time management, dealing with conflicts between roles, and ensuring care arrangements for dependent family members. When individuals are unfamiliar with WFH conditions that allow no working time limit, related problems will quickly arise.

Meanwhile, the results of the different inhibition factor tests in the two groups did not have a significant difference ($p > 0,05$). The mean attitude of employees in facing their obstacles is not significantly different. So, it can be concluded that both groups tend to feel the same obstacles in doing WFH. Barriers measured on this scale are barriers related to the views of co-workers in the office (barriers-others), financial and cost barriers (barriers-costs), and barriers related to feelings of dissociation and individual commitment to the workplace (barriers-commitment) (Ham & Etikariena, 2022).

Overall, the employees also explained their need for government assistance. This section intends to determine the rules recommended for policymakers to make them working remotely easier. In terms of work, employees need several things, including training accommodation and improving the quality of work, systematic policies for implementing WFH, regulation of working hours, and supporting support such as internet quota assistance.

More specifically, from an economic perspective, respondents stated priority needs related to financial assistance, essential goods, electricity subsidies, tax reductions, and health insurance. Limiting working hours impacts wage cuts during WFH, so practical income reduces. The restriction is especially true for private workers with 20-25 percent salary deductions. This condition causes workers to prefer to work on the spot rather than remotely during the pandemic.

HR Development of Surabaya Millennial Workers

In dealing with the impact of COVID-19, millennial workers in the City of Surabaya have several suggestions that can be applied. They proposed that the WFH policy could be reviewed, especially for the industrial sector. WFH is suitable and appropriate for office workers who carry out activities in closed spaces rather than workers in the field or retail sector. The policy aims to reduce unemployment because companies or industries have gone out of business, resulting in layoffs. As for improving the quality of work, respondents need it because they feel isolated and the development process reduced, so they cannot find new things that can support their careers. The sense of isolation can occur due to the absence of physical closeness with fellow workers and commensurate social elements associated with the workplace (Flood, 2019).

In addition, in the absence of physical encounters, body language communication with facial cues leaves workers feeling isolated and out of the loop associated with essential communications and decision-making contacts that can affect the break or make their careers. According to Wogboroma and Oboroma (2021), there is also the issue of trust that co-workers will fulfill their obligations and behave in predictable ways. In dealing with this, a manager must learn new skills to prevent team members from feeling isolated and not part of the existing work group. It is essential to avoid one-way communication by conducting effective and optimal virtual meetings using e-mail, voicemail, video conferencing, and face-to-face communication (Wogboroma & Obara, 2021).

Respondents also complained about the effectiveness and efficiency of the PSBB/PPKM policies. For example, the difficulty of the internet infrastructure still needs to be improved during WFH. Mobility restrictions impact logistics and delivery of goods, limiting access to road transportation. It also affects the ease of license process, service, managing document management through digital systems, such as hospital services and health facilities, e-KTP recording, SIM making, to motor vehicle KIR tests that require the direct arrival of the community.

The socio-psychological aspect also affects employees as the application of workloads and working hours become essential for mental health. Interaction is also still necessary when limited interaction with co-workers is very important. Respondents also stated that flexible operating hours caused the duration of work during WFH to be more than the proper time and outside the practical day leading to a problem, especially for workaholics. Those who tend to work long hours and reflect more on their work can have difficulty psychologically disengaging from work. Psychological detachment from work is necessary to relieve work stress and fatigue (Magrizos *et al.*, 2022).

For respondents, WFH policies need to be more rigid, structured, and systematic. In other words, there is a need to standardize remote work rules as a standard or work system guide. More specifically, management may need to consider the urgency of creating handbooks, SOPs, and employee contracts to cope with the rapid changes in WFH during the pandemic (Garg, 2021). This condition concerns the integration of staff services, schedule certainty, to a friendly worker presence system for cross-device users. Respondents also requested that the WFH policy pay attention to assessing the field of work. Not all are qualified if it is carried out remotely, so they need regular monitoring.

CONCLUSION

This study found that the millennial generation that did WFH due to the pandemic tended to have difficulty in undergoing the WFH scheme. The main difficulty is in overcoming work/family balance. The result is known to be different compared to the millennial workers who have been doing WFH since before the pandemic, which tends to be easier to handle. Meanwhile, the barriers felt by the two groups tended to be equal, namely those related to the views of colleagues in the office (barriers-others), financial and cost barriers (barriers-costs), and barriers related to feelings of dissociation and individual commitment to the workplace (barriers-commitment).

Furthermore, to support the performance of this remote work scheme, several needs need to be facilitated by the government for the millennial worker group. These include training accommodation and improving the quality of work, integrated WFH policies, standard operating hours, and supporting support such as internet quota assistance. In simple terms, the millennial worker group is also affected from an economic and socio-psychological perspective while implementing WFH. This group of millennial workers also complained about the effectiveness and efficiency of the bureaucracy. That was hampered during the implementation of the WFH policy because it involved licensing, services, and managing documents through the digital system, even though they still needed on-the-spot services.

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