

## **Work Life Balance (WLB) Complexity and Performance of Employees during Covid-19 Pandemic**

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### **Abstract**

Covid-19 pandemic that hit the world caused changes in all areas of the fabric of people's lives. Perceived changes, one of which is in the world of work, are causing changes in order and rules in the field of human resource management. This study aims to create a Work Live Balance (WLB) and flexible work model of employees in the 19th era. This study uses descriptive qualitative methods with the help of questionnaires and interviews. Resource persons are employees who are in Indonesia for all sectors. This study uses primary data of 200 people, from various companies throughout Indonesia by random sampling. Men and women in dividing time have different patterns. The more women get older the more they can divide their time between work and social life. Men have a more dynamic graph. Some types of work and some positions can arrange time from home, but there are types of work that must be done in person. The results of this study can provide input to companies in making decisions to welcome new normal, in the field of Human Resources management policies.

### **Keywords**

Covid-19, flexible work, new normal, work life balance (WLB)

## 1. Introduction

Covid -19 pandemic that swept the world changed all settings of people's lives, ranging from lifestyles, work habits and management of human resources within the company. Government policies restricting physical and social contact causes lifestyles together with many people to be regulated, the world of work in all sectors has changed, not only in the industrial area but in the management sector of Human Resources have also changed. This condition causes some employees who previously worked from office (WFO) to turn into work from home (WFH). Working from home is a government policy and company policy to break the chain of the spread of the virus covid - 19. As a result of this limitation, it affects companies in various sectors, according to glints data reported on April 17, 2020 Examples of types of companies affected by Covid - 19 are Government companies, private industry, education, transportation, health and several other types of companies. As in Central Java, 40 companies have stopped production, due to difficulties in importing raw materials and decreased orders, this condition causes some companies to lay off employees, and some employees work from home (Widyastuti, 2020). Changes unusual conditions will cause changes in behaviour for employees, due to changes in the environment and work habits during the Covid pandemic 19. The setting determines the way we work because positive environmental influences will cause positive behaviour or vice versa (Song et al., 2012; Esposito et al., 2016; Gabbiadini et al., 2017:). For decades, the basic pattern of professional workers in organizations is to devote themselves to available jobs 24 hours a day, 365 days a year. But today, more than two-thirds of human resources in Indonesia due to working are made possible technologically, due to the enactment of Ministerial Circular or Ministerial Decree as a government during a pandemic (Indonesian Minister of Industry circular No 4 of 2020; Indonesian Minister of Manpower circular M/7/AS.02.02/V/2020). Changes in the environment caused by external factors, such as information through social networks continuously that are not necessarily true, will add to the stress and the prolonged burden of employees. Besides this, uncertain income and business continuity lead to reduced satisfaction and thought loads.

Work-life balance is achieved by the employee when he can comfortably meet the demands of his work and personal life. WLB deals with results, line manager policy processes. Time flexibility is carried out by several companies to achieve employee satisfaction (Brockner & Flynn, 2006). WLB in the formal sector shows the results that lack of working hours flexibility will cause a decrease in employee satisfaction and performance, but in the informal sector work hours, flexibility affects indirectly on performance through organizational commitment and job satisfaction. WLB employees in various types of companies found different results, such as WLB in the banking sector in research (Devi & Nagini, 2014). The results of this study did not significantly affect income, family, work characteristics, gender, gender but had a significant effect on experience, age, marital status and qualifications in employment.

WLB that made in higher education institutions (universities) has the result that there is a relationship of time flexibility and employee performance so that universities need to consider the balance of life in higher education institutions, as in research (Hashim et al., 2017). In addition to work in the two sectors, employment in the health sector was considered the most vulnerable during the Covid 19 pandemic because this sector was the frontline in handling this pandemic. This condition triggers an increase in stress levels for health workers because WLB and stress levels for health workers affect job satisfaction under normal conditions (Putranti et al., 2018). The results showed that most nursing staff were unhappy with WLB related to various work lives, based on individual living conditions, beliefs and goals. Today every successful employee is experiencing a dilemma in the balance between personal work life and professional life. Every successful employee is currently in a balance between individual work and professional life. People do not hesitate to have extra time to achieve their goals (Satpathy et al., 2014), WLB realises what it wants when the combination of participation in work and other life segments is balanced. This combination does not remain stagnant but changes because individuals have changes in commitment and responsibility (Kaliannan et al., 2016).

Covid 19 pandemic has caused some speculation with uncertain answers, with this condition company managers must prepare themselves to face new normal, live with normal activities by assisting with viruses with health protocols that remain adhered. Meeting this requires preparation from the company to prepare its employees after WFH returns to healthy life WFO. What is the WLB model and flexible work for employees in the Covid era, so that they can provide input to company management in making decisions in the formal New normal?

## 2. Theoretical Study

New normal raises new habits in the work world, in this case the emergence of organizational culture has a picture of a major role in the success achieved by companies. *Work from home* (WFH) means working from home. Generally defined by the way employees work outside the office. Outside the office can be interpreted that employees can work from home, from a cafe or restaurant in accordance with the wishes of employees. New normal raises new habits in the work world; in this case, the emergence of organizational culture has a picture of a significant role in the success achieved by companies. *Work from home* (WFH) means working from home. Generally defined by the way employees work outside the office. Outside the office can be interpreted that employees can work from home, a cafe or restaurant by the wishes of employees. This work system has high flexibility. This work system has high flexibility because this condition is considered to be able to support the work balance of employees between work and life. But currently, WFH is a solution to reduce the risk of transmission and employee safety from the transfer of the Covid plague. The advantages and disadvantages of WFH are a polemic for

employees, and some think that WFH is flexible, saving transportation expenses. But currently WFH is being a solution to reduce the risk of transmission and employee safety from the transmission of the Covid plague. The advantages and disadvantages of WFH are a polemic for employees, some think that WFH is flexible, saving transportation expenses.

Management of organizational culture is directed at the ability of organizational culture to lift company performance through enhancing the performance of its employees. In addition, culture also functions as a facilitator of the growth of a shared community as a mechanism for making meaning and control that guides and shapes the attitudes and behavior of employees (Rapareni, 2013). Organizational culture organizational culture is a pattern of sharing the basic assumptions that a group has learned when solving problems of external adaptation and internal integration, which have worked well enough to be considered valid and must, therefore, be taught to new members as the correct way to see, think, and feel in relation to the problem (Utami & Sitohang, 2019). These values will bring a shared consensus from the life of the members of the organization. Consensus creates a work environment that is in line with the values espoused by members of the organization. The condition of the work environment is called good when the employee can complete work tasks optimally, healthy, safe, and comfortable. Determination and creating a good and comfortable work environment will determine the success of achieving organizational goals. Conversely, a less supportive work environment can reduce work motivation and morale, which can reduce employee performance (Sidanti, 2015).

The quality of work depends on safe and healthy working conditions. Organizational climate is an essential indicator of employee behavior. It was found that working conditions are inherent with work involvement and employee job satisfaction, ultimately leading to better performance (Malik et al., 2011). The work environment in a company can also affect employee work behavior, such as work discipline, and ultimately directly related to performance in the organization or of expectations of Victor Vroom that the strength of the tendency to act in a certain way depends on the strength of expectations and the strength of expectations that actions will be followed by certain outputs and depend on the attractiveness of output for the individual (Robbins, 2006). Expectancy theory predicts employees will issue large-scale achievements if they provide performance appraisals, results, performance and rewards, and athletic awards. Such people have the satisfaction that can be personally satisfying. Such individuals must have the prerequisites to succeed in delivering successful results. The scoring system enhances individual performance and must have expectations as criteria and goals. Own performance must be given a perception as equal and objective. This theory helps employees in the main decisions, will accept or quit the job, will not be rushed in making decisions, and are more likely to consider the costs and benefits of all alternatives carefully. If the time allotted is a space for individuals to feel comfortable, they are expected to make the right decisions to achieve better performance.

*Work-life balance* for each employee is different from each other. Employees have different priorities for life among the remaining time in work (Meenakshi et al., 2013). Workplace flexibility is no longer just an innovative policy choice for managing employees. Still, it is also an essential requirement for companies to thrive in today's competitive and dynamic global business environment. The universal nature of work and space requires increased flexibility in schedules, hours, and locations (Hashim et al., 2017). The best individual work-life balance will vary from time to time, and often every day can change. The right balance for today might be different tomorrow. The right balance, for now, will be different when you are single or when you are married, have children, when starting a new career and when approaching retirement.

### 3. Methods

The approach in this research is inductive qualitative research with the concept of sensemaking. This method was chosen because it was considered capable of examining unique, dynamic phenomena and covering discussion of individual micro to macro organization. Conceptually, sense was originally considered an organizational phenomenon, but its transmission to the individual level was an interesting subject, especially when placed in the context of Human Resource Management (Hartono, 2019). This method is dynamic short term so that it is appropriate for a pandemic that does not occur all the time. The data sources of this research are government employees, private sector, education, health in Indonesia. Collection and selection of resource persons were carried out by random sampling with snowball sampling techniques. Questionnaire distribution with Google form using the link <https://forms.gle/XAoxFnL1p54J3B8Y6>. The dissemination was carried out for seven days on 22-28 May 2020 and obtained 204 sources of data and used 200 people as good data because 4 people answered the questions incorrectly. Spread is done via WhatsApp, e-mail, Facebook. This research process seeks in-depth information about employees experiencing WFH and WLB in the 19th pandemic with various problems. Spread the list of open questions to be able to provide flexibility in answering, a list of questions used by determining the interview guide that has been prepared in advance. The approach is done by observation, the results of a list of questions with open questions to keep the results more valid conducted in-depth interviews from several people who are considered to be able to represent other data sources of trust, authenticity and credibility (Creswell & Poth, 2016). Data processing using SPSS22, and Atlas8 tools. Demographic data results and an overview of data sources are shown in Table 1.

**Table 1:** Demographic Characteristics of Respondents

Categories		Total	Percentage
Gender	Male	116	58%
	Female	84	42%

Age	Male	Female		
20-30	22	18	40	20%
31-40	27	19	46	23%
41-50	31	22	53	26,5%
51-60	38	23	61	30,5%
Status	Married		160	80%
	Not Married		40	20%
Stay with	Parent		31	15,5%
	Children & Spouse		103	49,5%
	Other Relative		2	1%
	Alone		32	16%
	Spouse		12	6%
Work in Sector	Education		65	32,5%
	Government Employee		40	23%
	Service Company		26	20%
	Manufacture Company		31	15,5%
	Entrepreneur		12	6%
	Health		5	2,5%
	Others		8	7,5%
Recent Position	Lecturer		53	26,5%
	Line Manager		13	6,5%
	Operator		13	6,5%
	Teacher		12	6%
	Line Manager (supervisor)		28	14%
	Middle Manager (Head of Division)		35	17,5%
	Company Owner		15	7,5%
	ASN (State Civil Apparatus)		2	1%
	Others		29	14,5%

Source: Primary data for 2020

The identity that is analyzed based on gender is mostly filled by men, this shows the attraction of men in the balance of life between work and outside work. For women they feel that dividing up time is a part of daily life. The age range of 20-60 years, the status is 80% married and 20% unmarried or unmarried this is very influential on the division of time in work. Living together with a spouse and children is 49.5% and 16% alone, living with parents 14.5%, this shows the daily diversity of employees in Indonesia in their daily lives outside of work. Working in the education sector by 32.5%, civil servants and service companies respectively by 23% and the remaining 20% is divided into the entrepreneurship, health and other sectors. Position positions are sufficiently representative in several sectors.

**Table 2:** Employee capability of time allocation when working in an office.

Age (Years)	Cannot divide Time		Can divide Time	
	Male	Female	Male	Female
20-30	4	5	15	16
31-40	4	5	29	16
41-50	5	3	23	17
51-60	6	2	27	23
Quantity	19	15	94	72

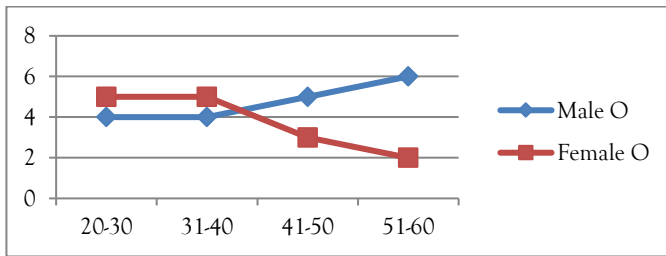
Source: data processed in June 2020

The results of crosstab data processing between age, sex and time division found that men aged 20-60 years had the perception that they could divide their time when working in the office, indicated by the answers of 94 people. While female of the same age range answered that they could divide as much as 72 people. It can be concluded that male can be more able to divide their time between work, office and social life. This is because women have more than one role in their lives, especially in families that are called domestic roles (Harun, 2015). Some roles cannot be replaced by anyone even by the husband, such as pregnancy, childbirth and breastfeeding (natural). Some roles can be performed by male or female together, or can be alone as single or single parents (Table 2).

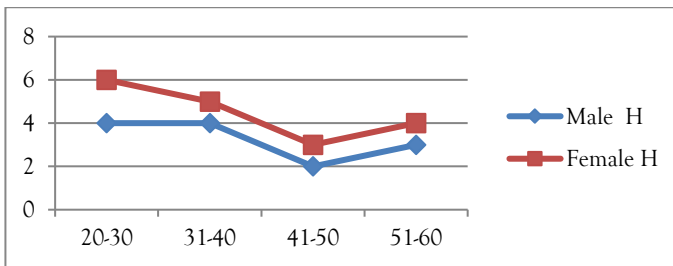
Judging from the age group that cannot divide the time is male at the age of 51-60 years while female at the age of 20-40 years. Based on this data it can be analyzed that at the age of 51-60 years, married male has children who are approaching adulthood, entering the stage of higher education so that the costs needed will be more so that the concentration in earning income becomes the concentration of male as heads family. Whereas at the age of 41-50 years the pursuit of career peak stage. This is different from female who have a perception that they cannot manage their time between working in the office and social life at the age of 20-40 years. This condition is because at this age female in the early phase of marriage, pregnancy, breastfeeding, caring for children the age of children who still need help. Analysis using the atlas program obtained an explanation that the problem is working in the office because of that factor: the family becomes the most dominant in the distribution of time, this is experienced by those who are married or not married. In addition, several things that make conditions can divide time or cannot be grouped into categories, **Divide time**: rest, gathering, work, discipline. **Communication**: on line, coordination, monitor progress and **evaluation**: check work in the office, adjust the schedule. These three categories are mainly in the pandemic era where employees still work in the office.

Allocation of time for rest is a priority that must be done because it is associated with health problems and endurance that must be maintained during this pandemic. Family gathering is the best thing at the moment because of the limited mobility of family members (school is done at home and Social Distancing policy). Work is the main responsibility that must be completed because work is carried out to support the present and future economic conditions in new normal conditions. Discipline is done both for activities related to work but living habits also become more disciplined, health protocols must be carried out (washing hands, wearing masks, washing yourself regularly, clean habits after working outside the home). The balance of time is also obtained by means of communication via on line both with family and with colleagues, both for meetings, coordination or just greeting, this is because of social distancing regulations/large-scale social restrictions (PSBB). Advances in technology bring us unlimited space so that we

can communicate with the media on line. Employees working in an office in a pandemic period need evaluation with control over what was done during the pandemic era. In the Pandemic era, it can be seen in the graph that shows the difference between Unable to share time at the office between men and women, seen in Figures 1 and 2, which shows that men and women cannot divide their time at the age of 31-40 years, women the trend is down while the male trend is up. Increasing age of men increasingly cannot divide their time when working in the office. The perception of men and women who cannot divide their time when working at home has the same pattern, namely in the span of 20-30 years when they cannot divide their time at home, women have the same trend because at that time women were preoccupied with matters of giving birth giving birth and caring for children who are still small, while men cannot divide their time at the age of 20-30 years because they do not have an established place and work facilities from home are still lacking, such as rooms, internet networks so that many disturbances occur.



**Figure 1:** Able to divide working time from the office



**Figure 2:** Unable to divide working time from home

**Table 3:** Capability of the time allocation when working at home

Age (Years)	Cannot divide Time		Can divide Time	
	Male	Female	Male	Female
20-30	4	6	36	12
31-40	4	5	23	6
41-50	2	3	26	18
51-60	3	4	32	16
Quantity	13	18	117	52

Source: data processed, 2020

Data obtained and analyzed can be seen that male has the perception that they can divide their time at home at the age of 20-30 years and female in the age range 41-60. This can be done an analysis of the age range of 20-30 years female starting the household process preoccupied by pregnant childbirth and caring for children. Male cannot divide time from 20-40 years because at that time they did not have adequate facilities to do work at home (Table 3).

Male has the perception that they can divide their time while working at home at the age of 20-30 and 51-60 years, this depends on the type of work because the work that uses electronic media can be done at home and aged 20-30 years are employees who have the ability good technology. While the age of 51-60 years can also divide the time to work at home because they already have good facilities and infrastructure to work at home. Some things that make the conditions can divide the time working from home can be grouped into categories Means: wife, electricity, special place. Self-ability: technology, discipline, concentration. In the Pandemic era the perception of employees being able to divide their time working in the office and at home can be seen in Figures 3 and 4 which show women are getting older, can divide their time well between office work and work outside of office work.

Male is best able to divide their time at the age of 31-40 years old because they have just started their careers and do not really need additional working hours. Perception can divide the time when doing work at home male has a pattern of sharing time at the age of 20-30 years because some male is not married or starting a new household, after that most can divide the time again at age 51-60 years because it is possible for work to be established, and social life to be fulfilled to gather with friends in the religious, social, sports community. The age range of 51-60 years is the range of retirement preparation for employees. At this age employees prioritize social life outside of work for both male and female employees (Putranti et al., 2018).

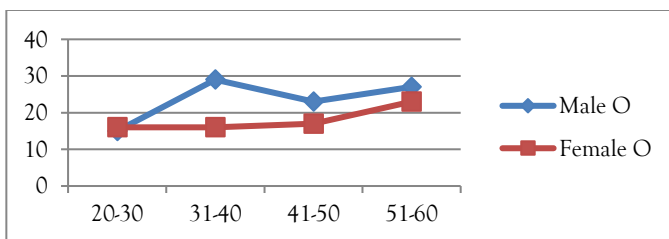
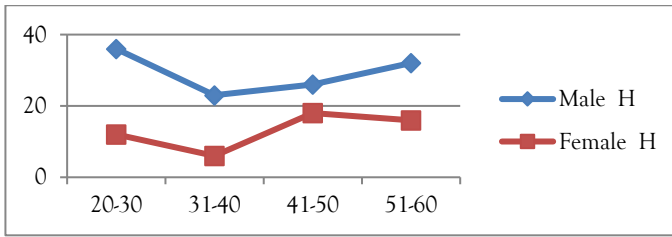


Figure 3: Able to divide working time from Office



**Figure 4:** Can divide working time from home

The types of companies that can be managed and cannot be set by employees when done at home, according to the workers' perceptions are shown in Table 4.

**Table 4:** Company Type and Employee Capability in Time Allocation

Company Type	Cannot set the time	Can set the time
Education	*	√
Government Employee	*	√
Service Company	*	√
Consultant	*	√
Manufacture/ Industry	*	√
Entrepreneur	*	√
Village service	√	-
Health clinic	*	√
Contractor	*	√

√ = In total it can be

\* = Depending on the type of product/activity

Source: Primary data processed in 2020

The type of company that cannot manage its time when it is done at home is only village services, this can be understood because this type of service must be in contact with village communities who have the availability of internet services and knowledge in use, direct communication touch is needed to make communication. Other types of companies can mostly share their time to do at home but just need adequate means of implementation, for example in the world of education cannot be divided time when at home are things related to the touch of psychology (guidance of students who are experiencing problems). Lecturers and instructors are types of work that can divide their time well (Hashim et al., 2017). The online work arrangement system can be done permanently or temporarily. There are jobs that are suitable there are those that might not be suitable, such as the types of jobs that interact a lot face to face with customers, use special equipment, require immediate response and direct supervisors.

The types of work that can be arranged and cannot be set based on time if done at home according to employee perceptions are in Table 5.

**Table 5: Job Type and Capability in Time Allocation**

Company Type	Cannot set the time	Can set the time
Lecturer	√	√
Head of Division	√	√
Line Manager	√	√
Operator	√	√
Staff	*	√
Education staff	*	√
Company Owner	*	√
Data Analyst	*	√
Designer	*	√
Division Manager	√	*

√ = In total it can be

\* = Depending on the type of product/activity

Source: Primary data processe, 2020

The results of employee perceptions show some positions can be set for time from home, with notes depending on the type of product and service, such as the division manager if you will see work in the field can still do direct review on location, while the concept and time management can be done with *online* media . Work schedules that can be arranged by the employee will provide satisfaction for employees (Fenwick & Tausig, 2001). Setting work schedules, discretion when, where and how much a person works is important for the continuous control of time pressure in work and life conflicts, with potential health, welfare and productivity benefits. Flexible work arrangements are likely to benefit workers in decision making and social life (Kelly & Moen, 2007). Flexible work arrangements can bring various benefits in the office or business, often these activities show increased employee productivity. This is because flexible work arrangements make staff more focused, happier and committed to their work (Pellaet al., 2013). The advantages of using the online system are long operating hours, reduced parking, reduced accommodation costs and flexible nature, for example natural disasters or pandemics this time employees can still have good performance.

#### 4. Conclusions

Females and males have almost the same pattern in addressing their work life and family and social life. Age determines how men and women carry out their work activities, whether from the office or the company because some of the obstacles women face are dual roles as workers and nature as women. Achievement of male or female employees' performance during Covid 19 to work at home requires several things to consider. The division of time is the most important thing to be the focus of attention for all employees. Communication is needed to arrange work through online media, and evaluations must continue to be done so that performance can be maintained. Also, things that need to be considered are the means and abilities of employees themselves. Ways are all things to support smooth

work (WIFI, electricity, space); self-ability is how employees have creativity and innovation so that the performance of employees can be achieved in the current pandemic conditions. This research was conducted by distributing questionnaires that could reach several regions in Indonesia because using snowball, and the survey was received to certain people in the research environment. This research does not describe the good or bad of working in the office, and at home, the future research agenda can be more focused on these conditions and investigate the status of employees and families in more depth.

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