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Multiple Roles of Women Employees: Dilemmas with Family and Work during COVID-19 Disorders

Siti Maria, Dirga Lestari*, Ariesta Heksarini

Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia

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Abstract:

The COVID-19 pandemic has brought significant changes in various aspects of life, including in the work system, where the government's policy in preventing COVID-19 is working from home (WFH). The new work culture faced by every employee, especially female employees, has its challenges in completing office tasks at home. This has a positive impact, but also a negative impact on the office and employee performance. With exploratory case studies and qualitative methods to get information, we are ambitious to explore the advantages and disadvantages of the WFH concept during COVID-19. We applied respondents to eight female employees who married and had children. They are employees in the Bina Marga Division (Region II National Road Implementation Unit, East Kalimantan Province). For confidentiality, it gave respondents the initial 'R'. Through interview techniques and questionnaires developed based on supporting literature, WFH has provided tangible evidence for them. The advantages in question are more flexible times and minimize the transmission of COVID-19. Meanwhile, the drawback lies in the excessive workload, and there is a drastic decrease in motivation to complete office work, which results in performance degradation.

Keywords: performance, female employees, working from home, case studies, COVID-19, workload.

女员工的多重角色：新冠肺炎疾病期间的家庭和工作困境

摘要:

新冠肺炎大流行给生活的各个方面带来了重大变化，包括在工作系统中，政府预防新冠肺炎的政策是在家工作(工作坊)。每个员工，尤其是女性员工所面临的新工作文化，在家完成办公任务都有其挑战。这对办公室和员工绩效有积极影响，但也有消极影响。通过探索性案例研究和获取信息的定性方法，我们雄心勃勃地探索新冠肺炎期间工作坊概念的优缺点。我们将受访者应用于八名已婚并有孩子的女性员工。他们是比娜玛嘉分部（东加里曼丹省二区国道实施单位）的员工。为了保密，它给了受访者最初的“电阻”。通过基于支持文献开发的访谈技巧和问卷调查，工作坊为他们提供了切实的证据。有问题的优点是时间更灵

Corresponding Author: Dirga Lestari, Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia; email: diocaisar@stiesam.ac.id

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活，并最大限度地减少了新冠肺炎的传播。同时，缺点是工作量过大，完成办公室工作的积极性急剧下降，导致性能下降。

关键词：绩效、女性员工、在家工作、案例研究、新冠肺炎、工作量。

1. Introduction

In Indonesia, the COVID-19 spread began in 2020. This malignant epidemic has become a case that has a wide impact, especially disturbing human health, and has a wide impact (Lestari et al., 2020; Yijo et al., 2021). Health problems and the spread of COVID-19 influence all economic sectors (Sugihamretha, 2020). With this outbreak, the Indonesian government set a policy on Large-Scale Social Restrictions (PSBB) issued by the Ministry of Health as the government's representative. The PSBB policy affects behavior patterns and affects the existing system, starting with teaching and learning activities at the kindergarten (TK) level, university elementary schools, which have shifted to an online learning system. Besides conventional activities shifting to digital, they also enforced PSBB in government institutions with provisions concerning government officials who may not take holidays for long periods. They must continue to work as usual because services to the public must continue to be carried out, especially amid the COVID-19 attack towards the new normal.

They need policies for new habits in daily activities without ignoring health protocols to minimize exposure to COVID-19 (Chopra et al., 2020; Jiuhardi et al., 2021; Amalia et al., 2020).

It has revised the implementation period of WFH for government officials several times. As a follow-up to the direction of the President of the Republic of Indonesia towards a new normal that supports work productivity but still prioritizes public health and safety, it is necessary to change the employee work system to adapt to productivity (Pusriadi et al., 2021). It implemented the change to the work system through flexibility in arranging work locations for public employees, including official duties in work from an office (WFO) and WFH manner.

Regions in areas where the PSBB has been established should assign government employees to carry out WFH fully while still paying attention to their performance and work targets. Except for employees whose duties and functions are strategic, it is necessary to carry out WFO with a minimum number of employees while still prioritizing healthy protocols.

Employees in the Bina Marga Sector (Region II National Road Implementation Unit, East Kalimantan Province) are the principal for achieving organizational goals in assisting government tasks. The expected employee is productive and agile in carrying out tasks (Nhan, 2021). Therefore, they must be utilized optimally so that their existence can be felt and beneficial for the organization. For maintaining the

implementation of public services and routine tasks during COVID-19, the administration of the wheels of government for official duties is implemented through WFH. However, not all employees do WFH because some employees continue to work in the office so that government administration continues to run optimally by prioritizing services and paying attention to health protocols.

With strong motivation and reason, we need to explore the dual role of women who, when hit by COVID-19, also naturally educate their children apart from being office workers. Indeed, there is not much recent literature that discusses this, especially in Indonesia. At least, the fundamental difficulties and the highlight of the gaps in Indonesia have been reviewed by Nikmah et al. (2021), who focus on WFH, impact women workers, and conflict for those who is married.

For comparison in the UK, Adisa et al. (2021) focused their study on gender specifications (especially women) in traditional status at home with the concept of work-family balance (WFB) during the COVID-19 lockdown. Two sides need to be highlighted. The first aspect is the challenge, which comes from uncontrolled role conflicts and the increasing domestic workload. Supporting aspects include the low rate of crime and juvenile delinquency.

For example, in Bangladesh, the COVID-19 event faced various challenges related to work-life balance (WLB) due to culture, gender, family, and social norms. In thematic analysis, homework, flexibility, organizational support, motivation from partners and families are vital forces for women in practicing the WLB concept (Uddin, 2021). Potential solution for them is to effectively manage family and work responsibilities in a patriarchal society.

This study seeks to identify the advantages and disadvantages of the WFH and WFO policies during the pandemic era, which applied to female employees who married and have children in Bina Marga (National Road Implementation Unit Region II, East Kalimantan Province). We summarize the flow of the paper into five stages. The first stage explains the background; the second one presents a literature review; the third - shows the method; the fourth - is the major discovery; the discussion is in the fifth stage; the conclusion - in the sixth stage; the seventh stage displays limitations and further study.

2. Literature Review

Sugiyanto et al. (2016) evaluated the characteristics of conflict in the workplace. Of the eight types of conflict involving the family, seven clashed with work

and family responsibilities. It also confronted them with home and work life, family life and work, family thoughts at work, and the clash of home life on work careers. Although it is not a significant problem, physical exhaustion causes conflict.

Changes in working will be a big enough problem for a female employee who has a family and has children who are still in school. This outbreak also caused many recent phenomena, which were then widely reviewed. The relevant study by Coyne et al. (2020) showed that many parents experience stress because of the clash of roles, responsibilities, and expectations as parents, employees, and teachers because their children are now studying at home.

Social restrictions because of COVID-19 forced parents to play various roles with limited resources (Chung et al., 2020). In Australia, Craig and Churchill (2020) show that the burden of a father or mother working together increases during COVID-19. However, a mother's burden is much higher, with an increase of about one hour per day compared to the burden of a father at work.

Morelli et al. (2020) reinforce the finding that parents suddenly become a point of reference for children in the current state of affairs as resources and assistance are cut off, causing stress from too many roles. In the end, many of them are dissatisfied because they cannot balance work and family, especially for female workers who have children.

The application of working from home raises several problems public employees face in completing the work targets applied by each agency. Problems that arise, such as unstable internet signal conditions, lack of support and understanding from family, unavailability of special workspaces at home, and availability of hardware (computers), make the working time long in completing designed targets (Mungkasa, 2020). In addition, the weakness of the WFH system is the loss of motivation at work. They caused this dynamic by the atmosphere at home that differs from the office atmosphere and causes laziness because there is no direct supervision from superiors. The work target becomes late to the deadline (Muhliansyah et al., 2020).

Indeed, according to the relevant studies, there is a positive correlation between WFH and employee performance (Gajendran & Harrison, 2007; Golden & Gajendran, 2019; Onyemaechi et al., 2018; Khan et al., 2018). This system can also affect employee motivation in doing so. It has a real impact on an employee's performance, especially on the need for autonomy and achievement (O'Neill et al., 2009). In addition, discussions about employees who WFH with a consistent frequency for four or five days per week have a more dominant motivation to serve the public than those who work as usual (Caillier, 2020).

3. Materials

3.1. The Data

A case study-based method applies interview techniques to compare the WFH and WFO concepts during the COVID-19 period. We mean the case study to be exploratory with purposive sampling (Ramadania et al., 2021; Lestari et al., 2021). The respondent unit is eight employees in the Bina Marga Sector (Region II National Road Implementation Unit, East Kalimantan Province).

Primary data supports data collection through interviews (Amalia et al., 2019). With limited objectivity, time, and effort, it only applied the sample size of eight respondents ('R1' - 'R8'). They are employees aged 25-45 years with the criteria of women who are married and have children. There is no limit to respondents for purposive samples, as long as the desired information can be obtained (Bernard, 2002). Any information obtained from the respondents for completeness of the data has been approved by them with the confidentiality of the respondent's profile.

3.2. Research Question

Referring to phenomena, literature concepts, and method approaches, there are two vital points:

- What are the advantages of WFH and WHO?
- What are the disadvantages of WFH and WHO?

4. Results

4.1. Advantages of WFH and WHO

Perceptions of 'R1', 'R2', and 'R3' stated that the WFH concept gave them the freedom to manage their time and place of work because they did not have to follow the rules of starting and ending working hours as usually done in the office. The flexibility of time to start and end work is very helpful for an employee with a family and children because it can save time to complete office and household work in one location.

The responses from 'R4' and 'R5' explained that WFH could reduce the level of mobilization stress because employees do not need to travel from home to work and vice versa. In addition, it can provide peace of mind to complete work and provide benefits for those who are married and have children. There is a reduced sense of stress in dividing the time in the morning, which is usually always busy with family and preparing supplies for the office.

For 'R6' and 'R7', the WFH system can save transportation costs or vehicle fuel, time, and expenses for lunch at the office. That way, it can divert all these costs for household purposes.

Last, 'R8' provides an argument against this concept, has provided a sense of calm and reduced anxiety about contracting COVID-19. WFH can reduce direct contact and interaction between one employee and another.

4.2. Disadvantages of WFH and WHO

'R1' and 'R3' responded about the weakness of WFH for female employees who are married and have children that the workload is excessive because of the dual roles they have (multitasking), where the

responsibility is to complete office work and housework. As homemakers who still need guidance and help in completing their children's tasks in school, it faced them with being able to help their children actively. Sometimes, household matters and children become the principal thing when they are at home, so that completing household chores is a priority for women who are already married. During the WFO, they felt they were running out and being chased by time to complete office tasks, but something was completed administratively, at least at the job desk. One pressure they feel when WFH is how they feel they do not have enough time to complete all their responsibilities. Mothers still have a sense of motherhood, and children are often a top priority, so office work is delayed.

'R2', 'R4', and 'R6' feel that implementing WFH can reduce morale. The workload that ideally can be completed cannot be solved because of the many obstacles at home, such as invitations to talk with family, monitoring social media, and playing with children. Unlike the WFO system, they can concentrate on work as usual.

Interestingly, 'R5' and 'R8' underline the shortcomings of WFH, which lie in the lack of an internet network due to the geographical suitability of the house. Communication limitations caused by disturbances in the communication network and work equipment that are not supported make work often late. Compared to WFO, employees do not have to struggle with internet connections and other work support facilities.

5. Discussion

The application of WFH in Indonesia is not a cultural origin but implemented to reduce the spread of COVID-19. The shift in work methods in question is the organization's transformation in assigning duties and responsibilities to employees by prohibiting them from working in the office and gathering in the room, so they must carry out WFH (Mustajab et al., 2020).

In a case study in Indonesia, the effect of WFH on employees in government agencies because of the COVID-19 pandemic seems to go well through policy support and adequate facilities (Ashal, 2020; Panjaitan, 2020). This concept also positively influences performing public employees (Nasution & Rosanti, 2020; Suranto, 2020).

Exploration carried out by Purwanto (2020), there is also a positive impact from WFH. There is flexibility in time to complete tasks which is very beneficial for women with multiple roles, especially reducing the workload that must be completed first. They can do their job as a mother to look after children at home, then focus on office work when the housework has been completed. However, in reality, flexible time and being at home boomerang on female employees (Rose, 2017).

6. Conclusion

This study aims to get information regarding the advantages and disadvantages of WFH and WFO, so it is necessary to investigate female employees in the Highways Sector (Region II National Road Implementation Unit, East Kalimantan Province) during the COVID-19 era.

The WFH concept has a positive impact on employees and organizations if applied to the right individuals. Factors such as type of work, location of residence, marital status, and gender are things to consider when implementing WFH. This means that WFH cannot be uniform for all employees. Therefore, there needs to be agreement and verbal communication regarding the schedule of WFH and WFO to avoid social jealousy or feelings of being treated unfairly. Another advantage of WFH is that it can allow employees to manage working hours flexibly without reducing work productivity, reduce transportation costs, and prevent COVID-19 transmission through social distancing and physical distancing. It can change individual habits through less direct interaction with co-workers.

There is an opposite impression of WFH. The respondents feel that they have an excessive workload because they automatically have dual roles involving office work and homework to be completed simultaneously. Excessive demands must have been done starting from work, position, and demands as a homemaker. These demands became many more after the COVID-19 explosion, which caused a double burden between the office and home.

7. Limitations and Further Study

The limitations and recommendations from this study need to consider concrete regulations related to the standards that must be obeyed by employees who run WFH to avoid a decrease in productivity. There is a certainty for them to have a flexible work environment by paying attention to internet connections and electronic devices that support remote activities. In addition to flexibility, various other aspects must also be considered, such as the workload for those with families.

Scientific novelty becomes certain through the lens of the role theory of women workers who face work habitats and instincts as mothers. This study enriches a significant understanding of addressing the unprecedented problems faced with the COVID-19 attack through strategies to avoid stress with their professional roles.

Directions in future studies, of course, are expected to clarify these findings. We only include the perception of female workers in terms of multiple roles. It will take this into consideration in the future to widen the reach by comparing the perceptions of male workers. The gender perspective provides knowledge in two directions by involving male workers who can provide information on social roles, expectations, and families.

Both women and men currently shared the professional responsibility to complete the work from a gender equality perspective.

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Authors' Contributions

S.M. actualizes ideas, concepts and highlights manuscript quality (40%). A.H. is to survey and validate data (25%). D.L. focuses on editing, processing, and compiling questionnaires (35%).

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