

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

by Ariesta Heksarini

Submission date: 10-Apr-2023 10:37PM (UTC+0700)

Submission ID: 2060635649

File name: 04._hongkong_journal.pdf (591.89K)

Word count: 6686

Character count: 29630

Open Access Article

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

Received: May 14, 2021 ▪ Reviewed: June 13, 2021 ▪ Accepted: July 11, 2021 ▪ Published: August 30, 2021

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

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)

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 habits 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.

Acknowledgments

The authors would like to thank the reviewers of the HKJSS for their positive reviews and criticisms in improving this paper. The authors also appreciate the internal grant provided by the Department of Management, Faculty of Economics and Business, Universitas Mulawarman.

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%).

References

- [1] ADISA, T.A., AIYENITAJU, O., & ADEKOYA, O.D. (2021). The work–family balance of British working women during the COVID-19 pandemic. *Journal of Work-Applied Management*. <https://doi.org/10.1108/JWAM-07-2020-0036>
- [2] AMALIA, S., LESTARI, D., & NURJANANA, N. (2020). Changes in household consumption during the COVID-19 pandemic: An empirical from Samarinda City, Indonesia. *International Journal of Psychosocial Rehabilitation*, 24(3), 5603-5614. <https://doi.org/10.37200/IJPR/V24I3/PR2021161>
- [3] AMALIA, S., MARIA, S., ROY, J., DARMA, D.C., & PUSRIADI, T. (2019). Underground economy: The shadow effect of human trafficking. *LIFE: International Journal of Health and Life-Sciences*, 5(1), 137-153. <https://doi.org/10.20319/ijhls.2019.51.137153>
- [4] ASHAL, R.A. (2020). The influence of work from home on the performance of state civil apparatus at the class I Immigration Office for TPI Medan. *Jurnal Ilmiah Kebijakan Hukum*, 14(2), 223-242. <https://doi.org/10.30641/kebijakan.2020.v14.223-242>
- [5] BERNARD, H.R. (2002). *Research methods in anthropology: Qualitative and quantitative approaches*. 3rd ed. Walnut Creek, California: Altamira Press.
- [6] CAILLIER, J.G. (2020). Towards a better understanding of public service motivation and mission valence in public agencies. *Public Management Review*, 17(9), 1217-1236. <https://doi.org/10.1080/14719037.2014.895033>
- [7] CHOPRA, S., RANJAN, P., SINGH, V., KUMAR, S., ARORA, M., HASAN, M.S., KASIRAJ, R., SURYANSH, KAUR, D., VIKRAM, N.K., MALHOTRA, A., KUMARI, A., KLANIDHI, K.B., & BAITHA, U. (2020). Impact of COVID-19 on lifestyle-related behaviors – a cross-sectional audit of responses from nine hundred and ninety-five participants from India. *Diabetes & Metabolic Syndrome*, 14(6), 2021–2030. <https://doi.org/10.1016/j.dsx.2020.09.034>
- [8] CHUNG, G., CHAN, X.W., LANIER, P., & JU, P.W. (2020). Associations between work-family balance, parenting stress, and marital conflicts during COVID-19 Pandemic in Singapore. *OSF Preprints*. <https://doi.org/10.31219/osf.io/nz9s8>
- [9] COYNE, L.W., GOULD, E.R., GRIMALDI, M., WILSON, K.G., BAFFUTO, G., & BIGLAN, A. (2020). First things first: Parent psychological flexibility and self-compassion during COVID-19. *Behavior Analysis in Practice*. <https://doi.org/10.1007/s40617-020-00435-w>
- [10] CRAIG, L., & CHURCHILL, B. (2020). Dual earner parent couples' work and care during COVID-19. *Gender Work and Organization*, 28(S1), 66-79. <https://doi.org/10.1111/gwao.12497>
- [11] GAJENDRAN, R.S., & HARRISON, D.A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541. <https://doi.org/10.1037/0021-9010.92.6.1524>
- [12] GOLDEN, T.D., & GAJENDRAN, R. (2019). Unpacking the role of a telecommuter's job in their performance: Examining job complexity, problem solving, interdependence, and social support. *Journal of Business and Psychology*, 34(2), 1-15. <https://doi.org/10.1007/s10869-018-9530-4>
- [13] JIUHARDI, J., DARMA, D.C., & HEKSARINI, A. (2021). The political-economy management: Indonesia's needs for the COVID-19 pandemic. *Problems of Management in the 21st Century*, 16(1), 19-27. <https://doi.org/10.33225/pmc/21.16.19>
- [14] KHAN, F.F., MOHAMMED, N., & MOHAMED HARITH, N.H. (2018). The relationship between the impacts of telecommuting engagement and employee performance in oil and gas industry in Kuantan, Pahang. *Malaysian Journal of Social Sciences and Humanities*, 3(5), 1-9. <https://doi.org/https://doi.org/10.47405/mjssh.v3i5.141>
- [15] LESTARI, D., DARMA, D.C., AMALIA, S., & SETINI, M. (2020). International trade in the COVID-19 outbreak: Is the digital economy working? *International Journal of Business and Management*, 8(2), 86-92. <http://dx.doi.org/10.20472/BM.2020.8.2.005>
- [16] LESTARI, D., TRICAHYADINATA, I., RAHMAWATI, R., DARMA, D.C., MARIA, S., & HEKSARINI, A. (2021). The concept of work-life balance and practical application for customer services of bank. *Jurnal Minds: Manajemen Ide dan Inspirasi*, 8(1), 155-174. <https://doi.org/10.24252/minds.v8i1.21121>
- [17] MORELLI, M., CATTELINO, E., BAIOCOCCO, R., TRUMELLO, C., BABORE, A., CANDELORI, C., & CHIRUMBOLO, A. (2020). Parents and children during the COVID-19 lockdown: The influence of parenting distress and parenting self-efficacy on

- children's emotional well-being. *Frontiers in Psychology*, 11, 584645. <https://doi.org/10.3389/fpsyg.2020.584645>
- [18] MUHLIANSYAH, M., UASNI, Z.F., FITRI, R.K., ANISA, S.N., FARAZ, F., & UYUN, Q. (2020). Work from home: Life solution on psychology's perspective. *PLAKAT: Jurnal Pelayanan Kepada Masyarakat*, 2(2), 182-193. <http://dx.doi.org/10.30872/plakat.v2i2.4976>
- [19] MUNGKASA, O. (2020). Working from home (WFH): Towards a new order in the era of the COVID-19 pandemic. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 126-150. <https://doi.org/10.36574/jpp.v4i2.119>
- [20] MUSTAJAB, D., BAUW, A., RASYID, A., IRAWAN, A., AKBAR, M.A., & HAMID, M.A. (2020). Working from home phenomenon as an effort to prevent COVID-19 attacks and its impacts on work productivity. *The International Journal of Applied Business*, 4(1), 13-21. <http://dx.doi.org/10.20473/tijab.V4.I1.2020.13-21>
- [21] NASUTION, I., & ROSANTI, R. (2020). The effect of work from home on the performance of BPKP employees. *Jurnal Ilmiah Akuntansi Budgeting*, 1(1), 9-14. Retrieved from <http://ojs.polmed.ac.id/index.php/budgeting/article/view/211>
- [22] NHAN, D.T. (2021). Dominant personal values of lecturers and medical staffs – A comparative study in Vietnam. *Hong Kong Journal of Social Sciences*, 57, 31-36. Retrieved from <http://hkjoss.com/index.php/journal/article/view/414/0>
- [23] NIKMAH, F., INDRIANTI, T., & PRIBADI, J.D. (2021). The effect of work demand, role conflict, and role ambiguity on work-family conflict (impact of work from home due to the COVID-19 pandemic). *Journal of Family Sciences*, 5(2), 92-102. <https://doi.org/10.29244/jfs.v5i2.32644>
- [24] O'NEILL, T.A., HAMBLEY, L.A., GREIDANUS, N.S., MACDONNELL, R., & KLINE, T.J. (2009). Predicting teleworker success: An exploration of personality, motivational, situational, and job characteristics. *New Technology Work and Employment*, 24(2), 144-162. <https://doi.org/10.1111/j.1468-005X.2009.00225.x>
- [25] ONYEMAECHE, U., CHINYERE, U.P., & EMMANUEL, U. (2018). Impact of telecommuting on employees' performance: A focus on telecommunication out-fits in Owerri, Imo State. *Journal of Economics and Management Sciences*, 1(3), 54-61. <https://doi.org/10.30560/jems.v1n3p54>
- [26] PANJAITAN, V.E. (2020). Implementation of the new normal policy of the state civil apparatus (ASN) in LIPI Bandung. *Jurnal Enersia Publika: Energi, Sosial dan Administrasi Publik*, 4(2), 269-291. Retrieved from https://ejournal.up45.ac.id/index.php/Jurnal_Enersia_Publika/article/view/795
- [27] PURWANTO, A. (2020). An exploratory study on the impact of WFH on teacher performance during the COVID-19 pandemic. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 92-100. Retrieved from <https://ummaspul.ejournal.id/EdupsyCouns/article/view/418>
- [28] PUSRIADI, T., ILMI, Z., KADARUSMAN, K., KURNIAWAN, E., & DARMA, D.C. (2021). Ethical work climate and moral awareness during COVID-19 – a case study. *Annals of Contemporary Developments in Management & HR*, 3(1), 11-23. <https://doi.org/10.33166/ACDMHR.2021.01.002>
- [29] RAMADANIA, R., FATIH, Y.A., DARMA, D.C., & FAUZIAH, F. (2021). Millennials and traveling to domestic destination. *GeoJournal of Tourism and Geosites*, 35(2), 398-405. <https://doi.org/10.30892/gtg.35218-664>
- [30] ROSE, J. (2017). "Never enough hours in the day": Employed mothers' perceptions of time pressure. *Australian Journal of Social Issues*, 52(2), 116-130. <https://doi.org/10.1002/ajs4.2>
- [31] SUGIHAMRETHA, I.D. (2020). Policy response: Mitigating the impact of the COVID-19 outbreak on the tourism sector. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 4(2), 191-206. <https://doi.org/10.36574/jpp.v4i2.113>
- [32] SUGIYANTO, E., IRAWATI, Z., & PADMANTYO, S. (2016). Worker-family conflict and its effect on employee performance (case study of an Islamic-based Hospital in Surakarta). *Iqtishadia*, 9(1), 27-52. <http://dx.doi.org/10.21043/iqtishadia.v9i1.948>
- [33] SURANTO, S. (2020). The effect of work from home on performance at KPPN Nabire, KPPN Jayapura, and the Regional Office of DJPB Papua Province. *Syntax Idea*, 2(12), 1174-1185. Retrieved from <https://jurnal.syntax-idea.co.id/index.php/syntax-idea/article/view/774>
- [34] UDDIN, M. (2021). Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal*, 71(239-240), 7-20. <https://doi.org/10.1111/issj.12267>
- [35] YIJO, S., ASNAWATI, A., DARMA, S., ACHMAD, G.N., ARIZANDI, M.A., HIDAYATI, T., & DARMA, D.C. (2021). Social experiments on problems from tomato farmers during COVID-19 - Indonesia case. *SAR Journal - Science and Research*, 4(1), 7-13. <https://doi.org/10.18421/SAR41-02>

参考文献:

- [1] ADISA, T.A., AIYENITAJU, O., & ADEKOYA, O.D.

- (2021)。新冠肺炎大流行期间英国职业女性的工作与家庭平衡。工作应用管理杂志。
<https://doi.org/10.1108/JWAM-07-2020-0036>
- [2] AMALIA, S., LESTARI, D. 和 NURJANANA, N. (2020)。新冠肺炎大流行期间家庭消费的变化：来自印度尼西亚三马林达市的实证。国际社会心理康复杂志，24 (3)，5603-5614。
<https://doi.org/10.37200/IJPR/V24I3/PR2021161>
- [3] AMALIA, S., MARIA, S., ROY, J., DARMA, D.C., & PUSRIADI, T. (2019)。地下经济：人口贩卖的阴影效应。生活：国际健康与生命科学杂志，5(1)，137-153。
<https://doi.org/10.20319/ijhls.2019.51.137153>
- [4] ASHAL, R.A. (2020)。在家工作对 TPI 棉兰 I 级移民办公室国家民事机构绩效的影响。期刊伊尔米亚·凯比贾坎·胡库姆，14(2)，223-242。
<https://doi.org/10.30641/kebijakan.2020.v14.223-242>
- [5] 伯纳德, H.R. (2002)。人类学的研究方法：定性和定量方法。第 3 版。加利福尼亚州核桃溪：阿尔塔米拉出版社。
- [6] 卡利尔, J.G. (2020)。更好地理解公共机构中的公共服务动机和使命价值。公共管理评论，17(9)，1217-1236。
<https://doi.org/10.1080/14719037.2014.895033>
- [7] CHOPRA, S., RANJAN, P., SINGH, V., KUMAR, S., ARORA, M., HASAN, M.S., KASIRAJ, R., SURYANSH, KAUR, D., VIKRAM, N.K., MALHOTRA, A., KUMARI, A., KLANIDHI, K.B., 和 BAITHA, U. (2020)。新冠肺炎对生活方式相关行为的影响——对来自印度 995 名参与者的反应的横断面审计。糖尿病和代谢综合征，14(6)，2021-2030。
<https://doi.org/10.1016/j.dsx.2020.09.034>
- [8] CHUNG, G., CHAN, X.W., LANIER, P., & JU, P.W. (2020)。新加坡新冠肺炎大流行期间工作与家庭平衡、育儿压力和婚姻冲突之间的关联。OSF 预印本。
<https://doi.org/10.31219/osf.io/nz9s8>
- [9] COYNE, L.W., GOULD, E.R., GRIMALDI, M., WILSON, K.G., BAFFUTO, G., & BIGLAN, A. (2020)。第一件事：新冠肺炎期间父母的心理灵活性和自我同情。实践中的行为分析。
<https://doi.org/10.1007/s40617-020-00435-w>
- [10] CRAIG, L., & CHURCHILL, B. (2020)。新冠肺炎期间双职工父母夫妇的工作和照料。性别工作与组织，28 (S1)，66-79。
<https://doi.org/10.1111/gwao.12497>
- [11] GAJENDRAN, R.S., & HARRISON, D.A. (2007)。关于远程办公的好、坏和未知：心理中介和个人后果的元分析。应用心理学杂志，92 (6)，1524-1541。
<https://doi.org/10.1037/0021-9010.92.6.1524>
- [12] GOLDEN, T.D., & GAJENDRAN, R. (2019)。解开远程工作者工作在其绩效中的作用：检查工作复杂性、问题解决、相互依存和社会支持。商业与心理学杂志，34 (2)，1-15。
<https://doi.org/10.1007/s10869-018-9530-4>
- [13] JIUHARDI, J., DARMA, D.C., & HEKSARINI, A. (2021)。政治经济管理：印度尼西亚对新冠肺炎大流行的需求。21 世纪的管理问题，16 (1)，19-27。
<https://doi.org/10.33225/pmc/21.16.19>
- [14] KHAN, F.F., MOHAMMED, N., & MOHAMED HARITH, N.H. (2018)。彭亨州关丹石油和天然气行业远程办公参与度的影响与员工绩效之间的关系。马来西亚社会科学与人文杂志，3(5)，1-9。
<https://doi.org/https://doi.org/10.47405/mjssh.v3i5.141>
- [15] LESTARI, D., DARMA, D.C., AMALIA, S., & SETINI, M. (2020)。新冠肺炎爆发中的国际贸易：数字经济是否有效？国际商业与管理杂志，8(2)，86-92。
<http://dx.doi.org/10.20472/BM.2020.8.2.005>
- [16] LESTARI, D., TRICAHYADINATA, I., RAHMAWATI, R., DARMA, D.C., MARIA, S. 和 HEKSARINI, A. (2021)。工作生活平衡理念在银行客户服务中的实际应用。期刊思想：理念与灵感管理，8(1)，155-174。
<https://doi.org/10.24252/minds.v8i1.21121>
- [17] MORELLI, M., CATTELINO, E., BAIOCOCCO, R., TRUMELLO, C., BABORE, A., CANDELORI, C. 和 CHIRUMBOLO, A. (2020)。新冠肺炎封锁期间的父母和孩子：育儿困扰和育儿自我效能感对儿童情绪健康的影响。心理学前沿，11，584645。
<https://doi.org/10.3389/fpsyg.2020.584645>
- [18] MUHLIANSYAH, M., UASNI, Z.F., FITRI, R.K., ANISA, S.N., FARAZ, F., & UYUN, Q. (2020)。在家工作：心理学视角下的生活解决方案。普拉卡特：社区服务杂志，2(2)，182-193。
<http://dx.doi.org/10.30872/plakat.v2i2.4976>
- [19] 蒙卡萨, O. (2020)。在家工作 (工作坊)：在新冠肺炎大流行时代迈向新秩序。发展规划杂志：印度尼西亚发展规划杂志，4(2)，126-150。
<https://doi.org/10.36574/jpp.v4i2.119>
- [20] MUSTAJAB, D., BAUW, A., RASYID, A., IRAWAN, A., AKBAR, M.A., & HAMID, M.A. (2020)。在家工作现象是为了防止新冠肺炎攻击及其对工作效率的影响。国际应用商业杂志，4(1)，13-21。
<http://dx.doi.org/10.20473/tijab.V4.I1.2020.13-21>

- [21] NASUTION, I., & ROSANTI, R. (2020). 在家工作对BPKP员工绩效的影响。期刊伊尔迈亚·阿昆坦西预算, 1(1), 9-14。取自 <http://ojs.polmed.ac.id/index.php/budgeting/article/view/211>
- [22] NHAN, D.T. (2021). 讲师和医务人员的主要个人价值观——越南的比较研究。香港社会科学杂志, 57, 31-36。取自 <http://hkjoss.com/index.php/journal/article/view/414/0>
- [23] NIKMAH, F., INDRIANTI, T., & PRIBADI, J.D. (2021). 工作需求、角色冲突和角色模糊对工作-家庭冲突的影响（新冠肺炎大流行对在家工作的影响）。家庭科学杂志, 5 (2), 92-102。 <https://doi.org/10.29244/jfs.v5i2.32644>
- [24] O'NEILL, T.A., HAMBLEY, L.A., GREIDANUS, N.S., MACDONNELL, R., & KLINE, T.J. (2009). 预测远程工作者的成功：对个性、动机、情境和工作特征的探索。新技术工作与就业, 24 (2), 144-162。 <https://doi.org/10.1111/j.1468-005X.2009.00225.x>
- [25] ONYEMAECHE, U., CHINYERE, U.P., & EMMANUEL, U. (2018). 远程办公对员工绩效的影响：关注伊莫州奥韦里的电信设备。经济与管理科学杂志, 1 (3), 54-61。 <https://doi.org/10.30560/jems.v1n3p54>
- [26] PANJAITAN, V.E. (2020). 在里皮万隆实施国家民事机构(ASN)的新常态政策。公共能源杂志：能源，社会与公共管理, 4(2), 269-291。取自 https://ejournal.up45.ac.id/index.php/Jurnal_Enersia_Publika/article/view/795
- [27] PURWANTO, A. (2020). 在新冠肺炎大流行期间工作坊对教师绩效影响的探索性研究。教育委员会：教育、心理学和咨询杂志, 2(1), 92-100。取自 <https://ummaspul.e-journal.id/Edupsycouns/article/view/418>
- [28] PUSRIADI, T., ILMI, Z., KADARUSMAN, K., KURNIAWAN, E., & DARMA, D.C. (2021). 新冠肺炎期间的道德工作氛围和道德意识——案例研究。管理与人力资源当代发展年鉴, 3(1), 11-23。 <https://doi.org/10.33166/ACDMHR.2021.01.002>
- [29] RAMADANIA, R., FATIHI, Y.A., DARMA, D.C. 和 FAUZIAH, F. (2021)。千禧一代和前往国内目的地。旅游地质杂志, 35(2), 398-405。 <https://doi.org/10.30892/gtg.35218-664>
- [30] 罗斯, J. (2017)。“一天中的时间永远不够用”：受雇母亲对时间压力的看法。澳大利亚社会问题杂志, 52 (2), 116-130。 <https://doi.org/10.1002/ajs4.2>
- [31] SUGIHAMRETHA, I.D. (2020)。政策回应：减轻新冠肺炎疫情对旅游业的影响。发展规划杂志：印度尼西亚发展规划杂志, 4(2), 191-206。 <https://doi.org/10.36574/jpp.v4i2.113>
- [32] SUGIYANTO, E., IRAWATI, Z., & PADMANTYO, S. (2016)。工人家庭冲突及其对员工绩效的影响（以苏拉卡尔塔一家伊斯兰医院为例）。伊克蒂沙迪亚, 9 (1), 27-52。 <http://dx.doi.org/10.21043/iktishadia.v9i1.948>
- [33] SURANTO, S. (2020)。在家工作对KPPN纳比雷、KPPN查亚普拉和DJPB巴布亚省区域办事处绩效的影响。语法思想, 2(12), 1174-1185。取自 <https://jurnal.syntax-idea.co.id/index.php/syntax-idea/article/view/774>
- [34] UDDIN, M. (2021)。在孟加拉国应对新冠肺炎期间职业女性的工作与生活平衡挑战。国际社会科学杂志, 71 (239-240), 7-20。 <https://doi.org/10.1111/issj.12267>
- [35] YIJO, S., ASNAWATI, A., DARMA, S., ACHMAD, G.N., ARIZANDI, M.A., HIDAYATI, T., & DARMA, D.C. (2021)。新冠肺炎期间番茄农民问题的社会实验 - 印度尼西亚案例。特区期刊 - 科学与研究, 4(1), 7-13。 <https://doi.org/10.18421/SAR41-02>

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

ORIGINALITY REPORT

15%

SIMILARITY INDEX

11%

INTERNET SOURCES

7%

PUBLICATIONS

9%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

4%

★ www.hkjoss.com

Internet Source

Exclude quotes On

Exclude matches < 17 words

Exclude bibliography On