

香港社會科學學報

HONG KONG JOURNAL OF SOCIAL SCIENCES

ISSN: 1021-3619

Even Page

The screenshot shows the Scopus Source details page for the Hong Kong Journal of Social Sciences. The browser address bar shows the URL scopus.com/sourceid/19700201134. The page header includes the Scopus logo, a search bar, and navigation links for Author Search, Sources, Create account, and Sign in. The main content area is titled 'Source details' and includes the following information:

- Hong Kong journal of Social Sciences**
- Scopus coverage years: from 2010 to 2014, from 2016 to Present
- Publisher: City University of Hong Kong Press
- ISSN: 1021-3619
- Subject area: Social Sciences: General Social Sciences
- Source type: Journal

Key performance indicators are displayed in a central box:

- Hong Kong journal of Social Sciences**
- Q4** Social Sciences (miscellaneous) best quartile
- SJR 2022** 0.1
- powered by scimagojr.com

Metrics on the right side of the page:

- CiteScore 2021: 0.0
- SJR 2021: 0.101
- SNIP 2021: 0.000

At the bottom, there are links for CiteScore, CiteScore rank & trend, and Scopus content coverage.

Fund Project: Internal grant from the Department of Management, Faculty of Economics and Business, Universitas Mulawarman
About the author: Dr. Siti Maria, Dr. Dirga Lestari, and Dr. Ariesta Heksarini (Department of Management, Faculty of Economics and Business, Mulawarman University), Samarinda, Indonesia
†Dirga Lestari, E-mail: dirga.lestari@feb.unmul.ac.id

PAPER SUBMISSION

Tidak aman | hkjoss.com/index.php/journal/pages/view/papersubmission

Home · PAPER SUBMISSION

PAPER SUBMISSION

Please fill all the fields below. Please note that you are not allowed to enter any special characters such as accent marks anywhere.

Title of your paper:
Multiple Roles of Women Employees: Dilematis With Family and Work During Covid-19 Disorders

Corresponding Author's Email Address:
siti.maria@feb.unmul.ac.id

I hereby confirm that the above email address is credible and is suggested to Journal for any further contacts considering the journal issues.

Author(s):
Siti Maria, Dirga Lestari, Ariesta Heksarini

Keywords:
performance, female employees, WFH, case studies, Covid-19, workload

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 own 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

Upload your paper (doc, docx, rtf)
 template.doc

INDEXED

SCOPUS Indexed

Hong Kong Journal of Social Sciences

Q4 Social Sciences (miscellaneous) best quartile

SJR 2020 0.1 powered by scimagojr.com

Web of Science Indexed

INDEXED IN EMERGING



About the Journal
Aim & Scope
Author Guidelines
Abstracting and Indexing

[Home](#) › [Thank you](#)

Thank you

Your message has been sent

Re: Paper Submission External Inbox x



mailbox@hkjoss.com

to me ▾

Aug 7, 2021, 8:07 PM

Dear Authors,

Greetings from Hong Kong Journal of Social Sciences. Thank you very much for submitting your manuscript to Hong Kong journal of Social Sciences.

Your paper has been reviewed by 3 independent experts. Having considered the reviews, I am pleased to inform you that the paper has been provisionally accepted for publication subject to minor revisions being made in response to the reviewers' comments given below.

If you want to publish in Hong Kong Journal of Social Sciences, No. 57 Spring/Summer 2021, you need to send the following to the editorial office by e-mail at the following address: mailbox@hkjoss.com :

1. The article strictly formatted according to the template recommendations for authors and correct the article on the reviewers' recommendations, see <http://hkjoss.com/docs/template.doc> . All revisions should be highlighted in the article.

2. Payment foto.

Please highlight the corrections in this article in Green. We hope you'll do great.

The reviewers recommend you:

1. Please rewrite the article strictly on recommendations, please check the following section "Structure of the Article" carefully

<http://hkjoss.com/index.php/journal/about/submissions#authorGuidelines> .

2. In introduction section, it's not enough to state the current works.

I suggest authors could revise this section and state the current work in detail, including the motivation, the main difficulties and highlight the gap in the literature you are filling in.

3. Clarify the scope of the article results.

4. Describe the scientific novelty in the conclusion (200-250 words).

Deadline for providing revised article and payment: August 18, 2021.

The article will be published until August 31, 2021.

Articles should be prepared in strict accordance with the template found through the following link: <http://hkjoss.com/docs/template.doc> and Author Guidelines, please check the link

<http://hkjoss.com/index.php/journal/about/submissions#authorGuidelines> .

Each article should have no more than six authors. A study based on up-to-date references of 2016-2021 is required.

All articles published are published in full open access. In order to provide free access to readers, and to cover the costs of peer review, copyediting, typesetting, long-term archiving, and journal management, an article processing charge (APC) of EUR 300 applies to papers accepted after peer review.

Submitted papers should be well formatted and use good English. Please note that the EUR 50 editing fee is already included in your invoice.

Articles published in the Hong Kong journal of Social Sciences will be Open-Access articles distributed under the terms and conditions of the Creative Commons Attribution License (CC BY). The copyright is retained by the author(s).

Scopus coverage years: from 2010 to 2014, from 2016 to Present.
The Hong Kong Journal of Social Sciences wishes to inform you that our journal is Q4 (General Social Sciences).
If you have any questions, please do not hesitate to contact us.
We thank you!

Sincerely,
Editor-in-Chief
Prof. Luo Jinyi
<http://hkjoss.com/index.php/journal/index>

The Hong Kong journal of Social Sciences is abstracted and/or indexed by the following:

Scopus
WoS
America: History and Life
CSA Sociological Abstracts
Historical Abstracts
Hong Kong Journal Online
International Bibliography of the Social Sciences
International Consortium for the Academic Publication
ProQuest
Ulrich's Periodical Directory
中華民國期刊論文索引影像系統
中文期刊篇目索引影像系統
香港中文期刊論文索引


----- Original Message -----

Subject: Paper Submission
Date: 2021-07-23 21:07
From: Hong Kong journal of Social Sciences <admin@hkjoss.com>
To: mailbox@hkjoss.com

Title of your paper: Multiple Roles of Women Employees: Dilematis With Family and Work During Covid-19 Disorders
Corresponding Author's Email Address: siti.maria@feb.unmul.ac.id
Author(s): Siti Maria, Dirga Lestari, Ariesta Heksarini
Keywords: performance, female employees, WFH, case studies, Covid-19, workload

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 own 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.

2 Attachments • Scanned by Gmail



Siti Maria <siti.maria@feb.unmul.ac.id>
to mailbox

Aug 9, 2021, 12:32 PM


Dear: Editor-in-Chief (Prof. Luo Jin Yi)

We appreciate this information. Regarding payment, is the swift code and account address correct? Because local banks in Indonesia cannot detect it. If possible and you have a PayPal account, we can resolve APC through that. For the time being, we are attaching corrections to the manuscript based on the review.

Best regards,

Siti Maria

One attachment • Scanned by Gmail





INVOICE

DATE	DUE DATE
06.08.2021	18.08.2021

BILL TO
Siti Maria

INVOICE	CUSTOMER
91	91/21

DESCRIPTION	QTY	UNIT PRICE	AMOUNT
Publication paper fee.	1	€ 350.00	€ 350.00
			-
		SUBTOTAL	€ 350.00
		TAX RATE	-
		TAX	-
		TOTAL	€ 350.00

PAYMENT ACCEPTED THROUGH BANK TRANSFERS

NOTE: Please 'CAREFULLY' use below Beneficiary Information and Payment Details.

If paying by bank transfer: Please send an email at mailbox@hkjoss.com mentioning Invoice number, Bank Transaction ID, and Transaction date, so that your payment can be tracked.

Beneficiary Name: SIA Science Publisher
Account IBAN: BE28 9671 7656 4820
Bank Name: TransferWise Europe SA
Bank SWIFT/BIC: TRWIBEB1XXX
Bank Address: Avenue Louise 54, Room S52, Brussels, 1050, Belgium
Payment Details: Publication paper fee. Customer ID 91/21.

Please send payment within 7 business days of receiving this invoice.

Kindly pay the invoice ONLY via bank which cooperate with TARGET2 (Trans-European Automated Real-time Gross Settlement Express Transfer System) and work in the SEPA zone. Please specify to the bank employee that you need to pay by non-urgent transfer to IBAN (international bank account number) account when making the payment.

m mailbox@hkjoss.com Aug 10, 2021, 11:38 PM ☆ ↶ ⋮
to me ▾

Dear Siti Maria,
We hope our e-mail finds you well. Our invoice is correct.

Payment methods:

1. Go to a large branch of a European bank and pay using our invoice. If additional information is needed, please write to us.
2. Register a personal account in the <https://wise.com> system and pay using the details of the invoice.
3. Pay from your card according to the details of the invoice.

*Please include the invoice number in the payment note.
**After payment, please send us a payment photo. Please write in the subject of the email: payment foto.

S Siti Maria <siti.maria@feb.unmul.ac.id> Aug 12, 2021, 1:38 PM ☆ ↶ ⋮
to mailbox ▾

Thank you dear, we attach proof of payment and correction of the latest manuscript.

Best regards,
Dr. Siti Maria


2 Attachments • Scanned by Gmail ⓘ

Confirmation of payment

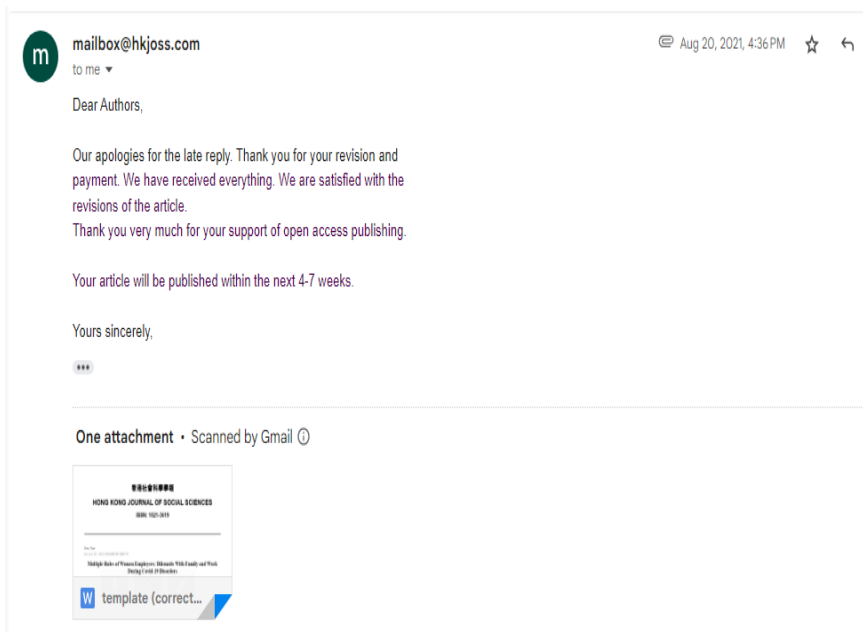
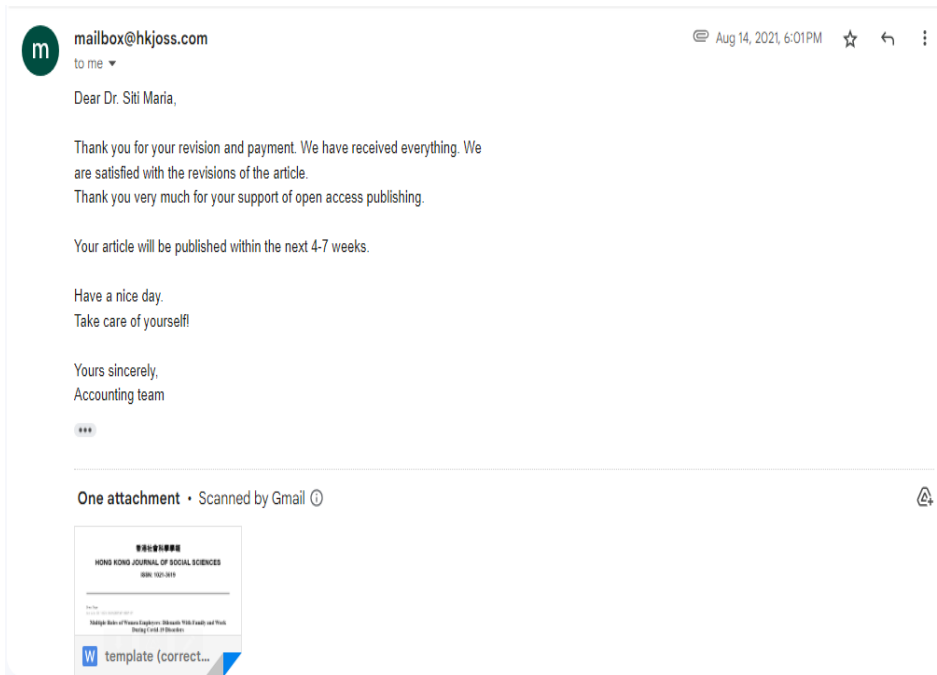


S Siti Maria <siti.maria@feb.unmul.ac.id> Fri, Aug 13, 2021, 6:17 PM ☆ ↶ ⋮
to mailbox ▾

One attachment • Scanned by Gmail ⓘ


OT.86421.pdf

↶ Reply ↷ Forward



Multiple Roles of Women Employees: Dilematis With Family and Work During Covid-19 Disorders

Siti Maria, Dirga Lestari, Ariesta Heksarini

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

Received 2020; accepted 2020; published 2020

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 own 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, WFH, case studies, Covid-19, workload.

Cite this paper as follows: AUTHOR, A. A. & AUTHOR, B.B. (Year). Title of the article. *Hong Kong Journal of Social Sciences*, volume, pp. 135-165. Article ID

女性员工的多重角色：Covid-19 疾病期间的家庭和工作困境

摘要：

Covid-19 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 Covid-19 的政策是在家工作 (WFH)。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自身的挑战。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 Covid-19 期间 WFH 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 Bina Marga 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“R”。通过基于支持文献开发的访谈技巧和问卷调查，WFH 为他们提供了切实的证据。有问题的优点是时间更灵活，并最大限度地减少了 Covid-19 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、WFH、案例研究、Covid-19、工作量。

1. Introduction

The beginning of the spread of Covid-19 in

Indonesia in 2020. This malignant epidemic has become a case that has a wide impact, especially disturbing human health, and has a wide impact

Comment [A1]: Your paper has been reviewed by 3 independent experts. Having considered the reviews, I am pleased to inform you that the paper has been provisionally accepted for publication subject to minor revisions being made in response to the reviewers' comments given below:

1. The article strictly formatted according to the template recommendations for authors and correct the article on the reviewers' recommendations, see (<http://hkjoss.com/docs/template.doc>). All revisions should be highlighted in the article.
2. Please highlight the corrections in this article in Green. We hope you'll do great.
3. Please rewrite the article strictly on recommendations, please check the following section "Structure of the Article" carefully (<http://hkjoss.com/index.php/journal/about/submissions#authorGuidelines>).
4. In introduction section, it's not enough to state the current works. I suggest authors could revise this section and state the current work in detail, including the motivation, the main difficulties and highlight the gap in the literature you are filling in.
5. Clarify the scope of the article results.
6. Describe the scientific novelty in the conclusion (200-250 words).

(Lestari et al., 2020; Yijo et al., 2021). Not only health problems, but the spread of Covid-19 also influences 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 of time. 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; Juhardi 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, so 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 established should assign government employees to carry out WFH in full while still paying attention to their performance targets 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 someone who 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. To maintain 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 there are some employees who continue to work in the office so that government administration continues to run optimally by prioritizing services and paying attention to health protocols.

Strong motivation and reason we need to explore the dual role of women who, when hit by Covid-19, apart from being office workers, also naturally educate their children. Indeed, there is not much recent literature that discusses this, especially in Indonesia. At least, the fundamental difficulties and the highlight of the gaps that occurred in Indonesia have reviewed by Nikmah et al. (2021) who focus on WFH, impact women workers and conflict for those who married. As workers, of course, also required as a mother and wife. This imbalance also creates problems that are difficult to resolve.

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. There are two sides that need to be highlighted. The first aspect is the challenge, where the heaviest 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 as a vital force for women's work in practicing the WLB concept (Uddin, 2021). Potential solutions for them to effectively manage family and work responsibilities in a patriarchal society.

This study seeks to identify information related to 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. In the second stage presents a literature review. The third stage shows the method. The fourth stage is the major discovery and discussion in the fifth stage and the conclusion in the sixth stage. Seventh stage displays for limitations and further study.

2. Literature Review

Sugiyanto et al. (2016) evaluated the characteristics of conflict in the workplace, that of the eight types of conflict involving the family, there were seven of them that 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, there is one characteristic that causes conflict, such as physical exhaustion.

Changes in the way of working will be a big enough problem for a female employee who has a family and

Comment [A3]: Section 7 presents what? The structure or organization of the paper is incomplete.

Comment [A4]: Literature review, not literature. Please revise.

Comment [A2]: The motivations and reasons behind the dual roles of women have not been explored constructively. This must be supported by studies that discuss and highlight the issue of women workers who at the same time also play the role of housewives, especially during Covid-19.

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) presented that many parents experience stress because of the clash of roles, responsibilities, and expectations as parents, employees, as well as 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 & Churchill (2020) show that the burden of a father or mother working together increases during Covid-19. However, the burden of a mother is much higher, where there is 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 in the current state of affairs, parents suddenly become a point of reference for children as resources and assistance are cut off, causing stress from too many roles. In the end, many of them are dissatisfied because they are unable to balance work and family, especially for female workers who have children.

The application of working from home raises several problems faced by public employees 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 so that the work target becomes late to the deadline (Muhliansyah et al., 2020).

Indeed, from relevant studies discussing there is a positive correlation between WFH on 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, so that it has a real impact on an employee's performance, especially on the need for autonomy and the need for 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, 2015).

3. Materials

3.1. The Data

A case study-based method, where interview techniques apply to get information about the

comparison between the WFH and WFO concepts during the Covid-19 period. We mean the case study to be exploratory with purposive sampling (for example, Ramadania et al., 2021; Lestari et al., 2021). The respondent unit is 8 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 to 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 got 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. With the flexibility of time to start and end work, of course it is very helpful as an employee who has a family and has children because it can save time to complete office work and household work in one location.

The responses from 'R4' and 'R5' explained that WFH can 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 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' consider the WFH system, it 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 is able to 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 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 actively help their children. 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 already married. During the WFO, they felt they were running out and being chased by time to complete office tasks, but something completed administratively at least the job desk. One pressure they feel when WFH is how they feel they don't have enough time to complete all their responsibilities. As a mother, they still have a sense of motherhood and children are often a top priority, so office work delayed.

What is felt by 'R2', 'R4', and 'R6', of course, implementing WFH can reduce morale. The workload that ideally can be completed at one time can't solve 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. When 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 transformation of the organization 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).

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 shows a positive influence on 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 completed. However, in reality, flexible time and being at home actually boomerang for 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 provide freedom for employees to manage working hours flexibly, without having to reduce work productivity, can 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 at the same time. Excessive demands that must have done starting from the level of work, position, and demands as a homemaker. These demands became more many after the Covid-19 explosion, which caused a double burden between the office and at home.

7. Limitations and Further Study

The limitations as well as recommendations from this study need to consider concrete regulations related to the standards that must be obeyed by employees who run WFH with the aim of avoiding a decrease in productivity. There is 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

Comment [A5]: Implications for research findings must be specifically described. Why is there a dual role for women during WFH? Also, what are the practical contributions that can be implemented to prevent these obstacles and polemics?

Comment [A6]: From a work and gender perspective, what differentiates the multiple conflicts between men and women? How does the theoretical contribution to the sustainability of future studies? This must be explained.

habitats and instincts as mothers. This study enriches a significant understanding of how to address the unprecedented problems faced with the Covid-19 attack through strategies to avoid stress with their professional roles.

Directions in future studies, of course, 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 in order also widen the reach by comparing the perceptions of male workers. The gender perspective provides knowledge in two directions by involving male workers who have the potential to provide information on social roles, expectations, and families. Both women and men currently shared the professional responsibility for them to complete the work from a gender equality perspective.

Acknowledgments

Thank you to the reviewers at HKJSS for their positive reviews and criticisms in improving this paper. The authors also appreciate the internal grant provided by 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] 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>
- [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] ASHAL, R. A. (2020). The influence of work from home on the performance of state civil apparatus: 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>
- [4] 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, Vol. ahead-of-print, No. ahead-of-print. <https://doi.org/10.1108/JWAM-07-2020-0036>

- [5] BERNARD, H. R. (2002). *Research methods in anthropology: Qualitative and quantitative approaches* (3rd ed.). Walnut Creek, CA: Altamira Press.
- [6] 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>
- [7] 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>
- [8] 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>
- [9] 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>
- [10] COYNE, L. W., GOULD, E. R., GRIMALDI, M., WILSON, K.G., BAFFUTO, G. & BIGLAN, A. (2020). First thing first: Parent psychological flexibility and self-compassion during Covid-19. *Behavior Analysis in Practice*, 1-7. <https://doi.org/10.1007/s40617-020-00435-w>
- [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*

Formatted: Font: Kern at 8 pt

Comment [A7]: Include additional references that are relevant to objectivity and cases regarding the dual role of women in the professional sphere.

Formatted: Font: Italic

- Humanities*, 3(5), 1 - 9.
<https://doi.org/https://doi.org/10.47405/mjssh.v3i5.141>
- [16] 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>
- [17] 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>
- [18] MORELLI, M., CATTELINO, E., BAIOTTO, 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>
- [19] 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>
- [20] 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>
- [21] 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>
- [22] 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.
<http://ojs.polmed.ac.id/index.php/budgeting/article/view/211>
- [23] 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.
<http://hkjoss.com/index.php/journal/article/view/414/0>
- [24] 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>
- [25] 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>
- [27] ONYEMAECHI, 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>
- [28] PANJAITAN, V. E. (2020). Implementation of the new normal policy of the state civil apparatus (ASN) in LIPI Bandung. *Jurnal Enersia Publik: Enegi, Sosial dan Administrasi Publik*, 4(2), 269-291. https://ejournal.up45.ac.id/index.php/Jurnal_Enersia_Publik/article/view/795
- [29] 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. <https://ummaspul.e-journal.id/Edupsycouns/article/view/418>
- [30] 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>
- [31] 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>
- [32] 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>
- [33] 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>
- [34] 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>
- [35] 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. <https://jurnal.syntax-idea.co.id/index.php/syntax-idea/article/view/774>

[36] 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>

[37]

[33][38] 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

[1] 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/lihls.2019.51.137153>

[2] AMALIA, S., LESTARI, D. & NURJANANA, N. (2020). Covid-19 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。国际社会科学复 杂 志 , 24 (3) , 5603-5614 。 <https://doi.org/10.37200/IJPR/V24I3/PR2021161>

[3] 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 Ilmiah Kebijakan Hukum, 14(2), 223-242。 <https://doi.org/10.30641/kebijakan.2020.v14.223-242>

[4] ADISA, T. A., AIYENITAJU, O. & ADEKOYA, O. D. (2021). COVID-19 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, 卷。提前印刷, 没有提前印刷。 <https://doi.org/10.1108/JWAM-07-2020-0036>

[44][5] 伯纳德, H. R. (2002)。人类学研究方法：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。

[54][6] CHOPRA, S., RANJAN, P., SINGH, V., KUMAR, S., ARORA, M., HASAN, MS, KASIRAJ, R., SURYANSH, KAUR, D., VIKRAM, NK, MALHOTRA, A., 库玛丽, A., KLANIDHI, KB 和 BAITHA, 美国 (2020 年)。COVID-19 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>

[64][7] CHUNG, G., CHAN, X. W., LANIER, P. & JU, P. W. (2020)。新加坡 COVID-19 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>

[74][8] CRAIG, L. & CHURCHILL, B. (2020)。COVID-19 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>

[84][9] CAILLIER, 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>

[94][10] COYNE, L. W., GOULD, E. R., GRIMALDI, M., WILSON, K.G., BAFFUTO, G. & BIGLAN, A. (2020)。第一件事：Covid-19 期间父母的心理灵活性和自我同情。实践中的行为分析, 1-7。 <https://doi.org/10.1007/s40617-020-00435-w>

[104][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>

[114][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、相互依赖和社会支持。商业与心理学杂志, 34 (2) , 1-15。 <https://doi.org/10.1007/s10869-018-9530-4>

[124][13] JIUHARDI, J., DARMA, D. C. & HEKSARINI, A. (2021)。政治经济管理：印度尼西亚对 Covid-19 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>

[134][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。马来西亚社会科学人文杂志, 3(5), 1-9。 <https://doi.org/https://doi.org/10.47405/mjssh.v3i5.141>

[144][15] LESTARI, D., DARMA, D. C., AMALIA, S. & SETINI, M. (2020)。Covid-19 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>

[154][16] LESTARI, D., TRICAHYADINATA, I., RAHMAWATI, R., DARMA, D. C., MARIA, S. & HEKSARINI, A. (2021)。工作生活平衡理念在银行客户服务中的实际应用[J]。期刊思想：Manajemen Ide dan Inspirasi, 8(1), 155-174。 <https://doi.org/10.24252/minds.v8i1.21121>

[164][17] MORELLI, M., CATTELINO, E., BAIOTTO, R., TRUMELLO, C., BABORE, A., CANDELORI, C. & CHIRUMBOLO, A. (2020 年)。COVID-19 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>

[174][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。

Formatted: Font: Italic

- PLAKAT (Jurnal Pelayanan Kepada Masyarakat), 2(2), 182-193. <http://dx.doi.org/10.30872/plakat.v2i2.4976>
- [19] 蒙卡萨, O. (2020年)。在家工作 (WFH) : 在 COVID-19 大流行时代迈向新秩序。 *Jurnal Perencanaan Pembangunan : 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 Covid-19 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 Ilmiah Akuntansi 预算*, 1(1), 9-14。 <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。 <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 (Covid-19 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] [24] [25] ONEILL, 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>
- [26] 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>
- [27] PANJAITAN, V. E. (2020)。在 LIPI 万隆实施国家民事机构 (ASN) 的新常态政策。 *公共能源杂志: Enegi, 社会与公共管理*, 4(2), 269-291。 https://ejournal.up45.ac.id/index.php/Jurnal_Enersia_Publika/article/view/795
- [28] PURWANTO, A. (2020)。Covid-19 大流行期间 WFH 对教师绩效影响的探索性研究。 *EduPsyCouns : 教育、心理学和咨询杂志*, 2(1), 92-100。 <https://ummaspul.ejournal.id/Edupsycouns/article/view/418>
- [29] PUSRIADI, T., ILMI, Z., KADARUSMAN, K., KURNIAWAN, E. & DARMA, D. C. (2021)。Covid-19 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>
- [30] RAMADANIA, R., Fatih, Y. A., DARMA, D. C. & FAUZIAH, F. (2021)。千禧一代和前往国内目的地。 *GeoJournal of Tourism and Geosites*, 35(2), 398-405。 <https://doi.org/10.30892/gtg.35218-664>
- [31] 罗斯, J. (2017年)。“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>
- [32] SUGIHAMRETHA, I. D. (2020)。政策应对: 减轻 Covid-19 疫情对旅游业的影响。 *Jurnal Perencanaan Pembangunan : 印度尼西亚发展规划杂志*, 4(2), 191-206。 <https://doi.org/10.36574/jpp.v4i2.113>
- [33] 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>
- [34] SURANTO, S. (2020)。在家工作对 KPPN Nabire, KPPN Jayapura 和 DJPB 巴布亚省区域办事处绩效的影响。 *语法思想*, 2(12), 1174-1185。 <https://jurnal.syntax-idea.co.id/index.php/syntax-idea/article/view/774>
- [35] UDDIN M. (2021)。在孟加拉国应对 COVID-19 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>
- [36] YIJO, S., ASNAWATI, A., DARMA, S., ACHMAD, G. N., ARIZANDI, M. A., HIDAYATI, T. & DARMA, D. C. (2021)。Covid-19 - 印度尼西亚案例中番茄农民问题的社会实验 SAR 期刊 - 科学与研究, 4(1), 7-13。 <https://doi.org/10.18421/SAR41-02>

Formatted: Indent: Left: 0.31", No bullets or numbering