

# **Employee's Performance in Service Sector during Covid-19 Pandemic**

## **(Study towards Service Sector in Central Java Province)**

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### **ABSTRACT**

Covid-19 pandemic which hits Indonesia caused a lot of change in social and economy sectors. Work from Home/WFH policy makes a lot of business sectors, whether it is in service or industrial sector, impacted. This research is dedicated for further understanding in Company's change of policy as the result of Covid-19 pandemic towards their employee's performance in many service sectors. This research uses case study methodology research, conducted by semi-structured interview process towards 11 employees from four impacted service sectors such as hotel, education, monetary, and NonGovernmental Organization (NGO). The result of this research shows that these four service sectors do not have disaster management, and thereby not ready to face Covid-19 pandemic condition. Therefore, in order to survive during pandemic, company decided to take extreme strategy which impacted their employees. Started from adjusting the service offered, working hours division, salary reduction, and temporarily halting few types of work. Even though indirectly the employees are ready to face and accept a lot of challenges at work during this pandemic and try to maintain their performance. Employees try to adapt with the pandemic condition.

**Keyword:** Covid-19, company's policy, employee's performance

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### **1. Preface**

World Health Organization (WHO) announced an emergency medical situation towards global population on January 30<sup>th</sup>, 2020 and on February 11<sup>th</sup>, 2020 WHO announced this new virus is called Coronavirus (COVID 19). The government of China in South China Morning Post mentioned the first reported case was recorded on November 17<sup>th</sup>, 2019 in China. Someone from Hubei province age 55 years, and since that date forward one until five new cases were reported daily (Ma, 2020). Ministry of Health (2020) in their site reported the development of Covid-19 situation as of July 27<sup>th</sup>, 2020 the confirmed positive case of Covid-19 has reached 100.303 cases, cured (from Covid-19) 58.173 cases, died (from Covid-19) 4.838 cases. When the growth of Covid-19 viewed through graphic charts issued by *Gugus Tugas Percepatan Penanganan Covid-19* the number of cases since the first time this case found in Indonesia shows an increase.

Looking at this phenomena, in which the increasing number of Covid-19 cases growth very rapidly everyday, and as a precaution measure towards any further spread of Covid-19, Joko Widodo,

President of Indonesia, instructed to limit any outdoor activities. In Kompas.com (2020), President Joko Widodo said “It is time for us to work from home, study from home, pray from home.” This statement delivered in a press conference on Istana Bogor on Sunday, March 15<sup>th</sup>, 2020 (Ratriani, 2020). Since then, few companies all over Indonesia started to implement Work from Home (WFH) system. In a spur of the moment, some companies enacted new policy to manage work from home. For other companies in which are not able to enact WFH system, other new policy developed but still complies with the health protocol. The change in working system needed to adjust with this pandemic caused a lot of companies create a policy to stay productive.

Many problems also occurred in some of companies in Indonesia as the impact of Covid-19 pandemic. These problems such as companies that are ready with every mitigation possible to face this kind of condition will still be productive even though faltered, however for other weaker companies eventually they have to lay off some of their employees due to the company can not survive during this pandemic.

Ministry of Health of the Republic of Indonesia has issued *Surat Keputusan Menteri Kesehatan* (Kemenkes/KMK) number HK.01.07/MENKES/328/2020 about Prevention Guidelines and Congtrolling Corona Virus Disease 2019 (COVID-19) at Office Work Space and Industry to Support Sustainability in Pandemic Situation. In this ministerial decree it is explained that it needs measures to prevent and control potential transmission of Covid-19 at work space needed to be conducted by all components of the work space starting from workers to management level and use every available resource. The Government apply PSBB policy which stands for *Pembatasan Sosial Berskala Besar* which created to prevent further transmission of corona virus in Indonesia. However, the economy needs continue to run and therefore PSBB can not be applied for a long period of time. Therefore according to *Surat Keputusan Menteri Kesehatan Republik Indonesia*, every companies need to perform mitigation efforts and readiness of the work area as best as possible to be able to adapt through lifestyle change during Covid-19 pandemic (New Normal).

Every service sector, starting from agricultural, industrial, oil and gas, manufacture, education, *Usaha Mikro Kecil Menengah* (UMKM) industry suffers not so different impact due to this pandemic. The declining of Employee’s performance from every service sectors related to few things, such as: (1) personnel, employee’s mobility to a more challenging work location due to permitting issue and quarantine time, (2) transportation, delayed transportation due to *Pembatasan Sosial Berskala Besar* (PSBB) which caused some out of the city or country transportation stopped, (3) regulation, regulation system takes a longer time due to Work From Home (WFH) therefore it is not easy to complete a job which needs a face to face meeting, employee’s training which was usually conducted face to face but now need to be conducted online. These three things happened suddenly as of March 2020 became a time when a major adjustment in the internal companies in Indonesia occurs. Nowadays, even though PSBB policy shows some leniencies, it still refers to KMK number HK.01.07/MENKES/328/2020 about Prevention Guidelines and Congtrolling Corona Virus Disease 2019 (COVID-19) at Office Work Space and Industry, every types of service sectors must applied the established health protocol. The world of education is on halt, teachers, lecturers, and other teaching staff start to get accustomed by conducting online teaching since March 2020, every service sectors conduct adjustment towards internal policy to maintain company’s productivity during Covid-19 pandemic.

Based on this phenomena, this research is meant to gain understanding *how the impact of the change in company's policy towards employee's performance during Covid-19 pandemic and new normal era.*

## **2. Literature Review**

### *2.1 Covid-19*

Covid-19 pandemic is a health case that caused quite significant impact towards all sectors in the world. Coronavirus Disease 2019 (Covid-19) is a contagious disease which caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2). On January 30<sup>th</sup>, 2020 WHO declared this condition as *Kedaruratan Kesehatan Masyarakat yang Meresahkan Dunia* (KKMMD)/Public Health Emergency of International Concern (PHEIC) and on March 11<sup>th</sup>, 2020 WHO declared Covid-19 as pandemic.

This pandemic therefore cause human population and the global economy on pause. This pandemic force few countries to make certain policies to protect their own territorial. Physical distancing, self isolation, and traveling limitation have caused many decreasing number of employees in all economic sectors and caused many job loss. Schools are closed, the need for commodity and manufacture products are decreasing, there is an increase demand in food sector due to panic buying. Globally, this pandemic has given a very significant effect in social economy (Nicola, et al., 2020).

### *2.2 Company's Policy as an Impact of Covid-19 Pandemic*

Covid-19 pandemic caused an extraordinary impact against almost every aspect of life, one of the affected aspect is disruption of the economic growth in Indonesia. ILO (2020) mentioned that small and medium companies are those who experienced the worst effect of this pandemic and most would not survive. Those living in developing countries face the most dramatic risks considering they have the least resistance. The first focus from several companies for the new policy is to minimize interpersonal interaction at work and during commuting, and to limit employees' working hours by reminding that work and public transportation could be categorized as risk factors for further spread of Covid-19 (OECD, 2020). Government of Indonesia has given several proposals to avoid work termination caused by Covid-19 pandemic, in *Surat Edaran Menteri Tenaga Kerja dan Transmigrasi* Number SE-907/MEN/PHI-PPHI/X/2004 in order for the company to survive and avoid work termination, companies able to do some steps as follows: (1) reduce workers wages and facilities for the top level, such as the managerial and director level, (2) reduce shift, (3) limit/eliminate overtime, (4) reduce working hour, (5) reduce work day, (6) in turns, temporarily sign off worker, (7) not extend employment contract for employees who reach contract end date, (8) grant retirement for those who are qualified (Smartlegal.id, 2020). This surviving strategy is the preferred strategy that can be performed by the company and new business development is something that needs to be avoided in this time of crisis. Cahyadi (2020) mentioned in his article that the Work from Home (WFH) policy, shifting the employees to a pivot core business, a surviving mode in order to make "ship sailing" in a storm of the global economic crisis. Company's policy includes (1) pivot core/switch business strategy, an evaluation conducted by the company to see whether the company is able to survive with the current strategy, (2) openness, (3)

re-allocation of employees' workload, employees can be transferred to a division with more workload or to new division formed after the change of strategy, (4) negotiation through bipartite, when company's cash flow slumped, a negotiation could be done between the company and workers through bipartite, such as by doing a communication forum regarding with matters related to industrial relations in the company between member of a company and workers or union. All forms of policies conducted by the company is what caused the researcher to elucidate further regarding with the impact of company's policy during Covid-19 pandemic towards employees' performance, what is the employees' opinion regarding with these changes made by company, and what is the employees' performance during this Covid-19 pandemic.

### *2.3 Employees Performance*

Performance is an achievement for organization's goal which can be measure quantitatively or qualitatively, rely on creativity or other things required by the company. Individual work to contribute group performance which further may give contribution towards the performance of organization. In an highly effective organization, the management helps to create a positive synergy, as a whole greater than a sum of its parts (Gibson , Ivancevich, Donnelly, & H., 2003).

Some of the leaders of a company mentioned that employee's health is the number one priority, performance is the next phase (Navarra, 2020). John Bersin (2020) through his survey mentioned that policies can be performed by the company during this pandemic are (1) communication, (2) remote work, (3) health and safety. To ensure some of the policies conducted by the company will still provide an effective channel of communication with the employees, considering to apply a flexible working option because of the work remote condition, provide psycholological and financial support towards the employees, focusing in organizing a safe work space, these things gain attention from leadership level to develop a policy which can support employees' performance (Boichenko & Tymchenko, 2020).

### *2.4 Service Sector*

Service is an important factor in human aspect. People in completing their activities or in order to fulfill their needs and wants depend a lot on service. Service sector which became an object to this research is in hotel, NGO, finance, and education.

The consideration to chose hotel sector is as an impact from the decrease number of tourism sector. This also impacted to Room Occupancy Level/*Tingkat Penghunian Kamar* (TPK) hotel classification in Indonesia on June 2020 reached the average of 19,70 percent or decrease 32,57 point compared to TPK on June 2019 which was recorded on 52,27 percent. Moreover, if compare to TPK on May 2020, TPK starred hotel classification on June 2020 experienced an increase on 5,25 point (BPS, 2020). Until July 2020 more than 2.000 hotels and 8.000 restaurants are closed with the potential of income loss on January - April 2020 from hotel sector roughly around Rp30 trillion and restaurant Rp40 trillion (Jannah, 2020). Researcher chose two star hotel considering hotel in this level does not have a road map in planning and crisis control. Therefore management of two star hotel really need to create a new policy to survive in this pandemic.

In educational sector the impact perceived in short and long term. In short term the change in ongoing teaching implementation by online makes teachers, students, and parents must be able to adapt with the situation. However, the constrain of this method makes many parents and teacher struggle, whether in providing the tools such as mobile phone, laptop, or internet quota (Aji, 2020).

In financial sector, cooperation was chosen. Cooperation face challenges such as many of their members failed to pay regular membership fee. Even in the context of saving and loan cooperation, members struggle to pay their installment, while in the same time a lot of member would like to take voluntary fee due to pandemic needs. A lot of cooperation members also withdraw their deposit in saving and loan cooperation. As the result, cooperation finds trouble in liquidity which may result in bankruptcy (Setiawan, 2020).

NGO sector also impacted by Covid-19 pandemic. Some of the NGO can not continue their program and therefore stop operating. This may be due to Government or private sector stop allocating their budget because of new priorities in facing Covid-19. This condition is getting worse because the pandemic is not only happening nationally but also globally which caused international donors can not provide much help due to their priority lays on their own country's need first (Hardiyanto, 2020).

### **3. Research Method**

This research uses study case method to obtain description about how the change in company's policy as an impact of the Covid-19 pandemic towards employee's performance. Data collection technique which involves direct contact between researcher and the researched subject under certain circumstances was hard to conduct, especially during the current Covid-19 pandemic, a condition where social distancing in interpersonal communication becomes a must (Cahyadi R., 2020). This research used technique such as interview by email and video conference for data collection method (Oltmann, 2016). Researcher used purposive sampling technique (Guest et al, 2006) due to researcher still has four service sector impacted the fastest by Covid-19 pandemic. Respondent came from service sectors such as hotel, education, cooperation and NGO which consist of 11 respondents. Research location is in Java island and focusing on Central Java Province due to the high number of Covid-19 transmission in Indonesia. Service sector in Java island can represent service sector in Indonesia.

Researcher conduct semi-structured interview towards participants in August 2020, considering social distancing or quarantine therefore for data collection conducted over the telephone and other digital communication platforms such as Skype, Zoom, and email. Interview recorded as approved by the participants around 30-35 minutes. Data analysis was using Miles and Huberman model consisting of three activities happened simultaneously: data reduction, presentation of data, the conclusion/verification (Sugiyono, 2015).

### **4. Research Result**

Covid-19 pandemic has a significant impact to the economy in the short term. Especially in developing countries and those with high population (McKibbin dan Fernando, 2020). One of them is Central Java province that has high transmission level in Indonesia. Social distancing policy,

work from home, and large-scale social restrictions imposed by the central government, local government, company, education sector, and the reduction of public transport intensity intended to control the spread of this pandemic. The implication of this policy impacted citizen's rhythm and routine. Tourist attractions closed which caused hotel sector fell significantly and the education sector closed and all learning conducted online. The financial sector transferred its employees to work from home and NGO's volunteers had to adjust to donors who are more prioritizing Covid-19 pandemic handling. All four sectors adapt to the pandemic covid-19 by doing some changes.

#### *4.1 Change of Policy*

Based on data analysis in the field, change of company's policy done by those sectors consist of:

##### 1. Hotel Sector

Hotel sector, according to Operational Manager of a hotel in Semarang, cut employee's salary by 30 % and performed efficiency by laying off some of their employees which impacted additional roles and responsibility for other remaining employees. This is to maintain business survival due to the declining number of tourists and travelers while hotel sector itself highly depend on incoming guests.

##### 2. Educational Sector

Activities in the education sector conducted online during pandemic. Schools and educational institutions, teachers, students, and parents should be able to adjust to online application usage. Online applications used by informant such as Google Meet, Zoom, and Whatsapp Group platform. For teachers and staff, the education policy affecting their rhythm of work during pandemic. For the staff, WFH applied during the first two months, afterwards a shift system applied. For teachers, currently face to face learning session still can not be conducted. This makes teachers prepare education planning, material, as well as students appraisal or quiz. Signal problem is also an issue because not all teachers and staff have easy access. The time period during teaching also monitored the management considering staff health, time to stare at a computer screen shortened. Moreover, when a teacher has no access to internet they can use the facilities from office.

##### 3. Finance Sector

The finance sector can not applied WFH working system and can only make a reduction in working hours, applying strict health protocol, concessions for borrowers, also postponing working unit meetings and member training. This is to limit contact with customers. In addition, management conducted performance assessment by doing internal discussion with its employees. Concessions for borrowers is to allow paid basic installment if the borrowers's business affected by the pandemic, as for borrowers who still have savings in cooperation, concessions are given to use the savings to pay monthly installment month.

##### 4. NGO Sector

At the beginning of the pandemic, management conduct WFH system by communicating through Whatsapp Group and Zoom. Afterwards the management change working hours policy by imposing a picket system and employees were forbidden to use public transportation. Office facilities provided to support employees and management also provide security tools.

Management trying to pay employees' salary as usual and avoid lay off. In addition to protect employees, management banned out of town travel especially to red zone areas.

This change in company's policy shown by those four sectors was part of the companies' change due to environmental influence. In a company that is stop operating hence the management must make new bold policies. Management's courage to change company policy in such conditions, eventhough extreme at first will benefit the stakeholders in the end.

#### *4.2 Impact of Changes towards Performance*

Change in company's policy always have an impact. Because of a change in a company was made to improve the ability of companies or rectify their deficiency.

##### 1. Hotel Sector

Hotel management feels the employee's performance declined during early pandemic. The decline seen from employees who complained and asked for updates regarding with hotel's sustainability during pandemic. The declining of performance caused by many news circling and lack of clarity from government's policy also because of hotel itself was not prepare to face this condition. This unclear condition also caused occupancy level to drop significantly due to average of incoming guests were only 1-2 people per week. This condition also due to two star hotels do not have road map to make plan in controlling the crisis. The decreasing number of employees also caused by salaries cutting up to around 30%. Hotel management also layed off some of their employees which makes other remaining employees worry thus can not perform their work to their best outcome. Management conduct an open discussion to provide an explanation of the hotel condition towards their employees. Hotel fully aware that it can not guarantee maximum compensation and facilities during covid-19 pandemic for their employees. Hotel only hopes that it can survive and employees' health protocol will still be apply to protect their employees' safe condition at work place. One of the effort made by hotel during this pandemic is by opening short time services for couple. This service opens opportunity for hotel visitors to receive local tourists so that hotel and its employees' sustainability remained.

##### 2. Education Sector

The school's management/educational institutions provides the opportunity for their staff to prepare a learning plan. Research was conducted on two different education institutions: maritime academy and senior high school. Learning system was conducted using long distance method but teachers are free to teach from home or from the office. For teachers at the maritime academy, there were no declining in performance because teachers conduct long distance learning to students who have a better understanding even though the material was provided through digital platform. In senior high school there were found a decline in teacher's performance as a result of lack of firm rules regarding with the learning system. Teachers are free to manage the number of learning hours with their students, free to use their preferred platform such as Zoom, Google Meet, or Whatsapp Group, Therefore there is no standard protocol to adjust with the situation during this pandemic. The material deliverance towards their students in the age range of 15-18 years old also had difficulty that is not every student own a computer or android device that can be used to communicate and participate in online learning, which makes sometimes they need to wait for their parents to come back from work

to complete their daily homework. Teachers are expected to understand students' with internet quota issue therefore a harder subject being shared through video.

School management/educational institutions give a respite performance assessment by opening a room for discussion. Discussion forum turn to a place where teachers and the school management share their concern, obstacles they found, and ways of improvement during online learning. This forum conducted because teachers also found difficulty in performing online learning. On one side, learning material given to students needs to be well delivered, but they also can not monitor students directly due to condition.

### 3. Finance Sector

Employees at finance sector felt concerned regarding with company's survival during this pandemics. This is because the informant works for private cooperation, funds stored comes to and for the members of the cooperation. Decreasing performance in the first cooperation's employees indicated by difficult to concentrate at work. Employees admitted sometimes it is difficult to concentrate with their job due to feared and concerned of the current condition, when it is time to deal with customers to process of savings and loan. This concerned derived from interacting with customer which comes from various background. Difficulty to concentrate due to fear and worry caused a decline in their performance during pandemics. Decreasing performance in other employees also occurs when they interact with members of cooperation. Employees feel when pandemics is still not over, therefore there will be more service sector owns by the members affected, considering most of them have small scale business who sells stuff such as tofu, tempeh, tent rental, or makeup artist. The impact felt by cooperation members makes money borrowed will be difficult to return, therefore it could make fund circulation hampered, which will later caused delay in paying employees' salary. Company's management continue to provide motivation for their employees that could survive during pandemic.

### 4. NGO Sector

Employees mentioned that adaptation conducted with the condition on field requires the employees to prioritize their own safety and hygiene. Company's policy by applying a picket system cause more problems in coordination and communication between the employees. Employee's coordination who usually before pandemic can be conducted easily, currently need more time and effort because the system does not fully support maximum coordination, therefore there is a day in every week which requires all employees to coordinate online. Field work which requires meeting with few people also change into online system, and if it can not be avoided then a face to face meeting is conducted with no more than 10 participants being in an open area. The village program was carried out through different system. If face to face meeting is necessary then it must be under two hours, and if outdoor activity can not be avoided they need to use their operational cars and not allowed to use any public transportation. Therefore it is less flexible however considered as the best option to prevent virus transmission. Policy from central government which requires the employee to always report the status of the condition of pandemics in the location of the program (green/yellow/orange/red status), make employee must be ready when the pandemic status reached orange or red considering any activities needs to be stopped immediately and to make any adjustments accordingly. Program reporting and progress are delivered on time to the mainoffice. Reflexibility and strategies used



by employees during pandemic is appreciated by the management by giving a break anytime the health condition is not in a good state. The company also does not cut any of the salary as reward for their performance.

Employees feel their performance still fully supported even though there are obstacles. The effort to maintain the performance by employees indicated by completing the work in timely manner and according to deadline despite employee's difficulty and concern with the existing conditions. Obstacles such as lack of communication with sponsor, more time needed to complete a job, and lack of coordination in the field. Management is trying to maintain the employee's performance, even though during pandemic they can still perform well despite of all the challenges.

## 5. Conclusion

For many service sectors, adjustments to the condition Covid-19 pandemic is a new thing. Whether it is the company or the employees did not prepare themselves well with this condition. To stay survive during pandemic, companies need to applied policy that would have an impact to the employees. Employees who are ready to accept the change would show firm acceptance, embrace, and adopt a plan made by the changes. However, it is not yet fully indicated by the employee on all four sectors. Because employees are not acting with a positive nor negative attitude. Employees still feel scared, concern, and have doubts regarding with the sustainability of companies in the middle of a pandemic. On the service sector who performs a pay cut make employee disappointed. Employees felt disappointed with the salary cutout upto 30%, additional work load, experience work family conflict, psychologically still can not able to accept changes and being in a condition of worry on wheter the company able to survive this Covid-19 pandemic or not. However, some of the employees demonstrate positive spirit and attitude at work and some others admitted feeling hard to concentrate at work. Implications to companies, some understand the difficult conditions felt by all parties and being not too strict regarding with their employee's performance. For employees to survive is not an easy task and not easily concern or scared with the economic condition during pandemics and still apply health protocol to protect ourself from the virus

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