

Company Strategy to Maintain Work Productivity during the Covid-19 Pandemic

Yeni Nuraeni^{1*}, Nurlia Rahmatika²
{yeninur@hotmail.com^{1*}, tiikaa.fad@gmail.com²}

Center for Policy Development The Ministry of Manpower^{1,2}

Abstract. The Covid-19 pandemic has had a significant impact on employee productivity at the company. The existence of restrictions on working hours, the need to implement strict health protocols and a decrease in company income have the potential to reduce work productivity. Various efforts must be made by the company to be able to maintain work productivity during the Covid-19 pandemic. This study aims to look at the impact of the covid-19 pandemic on productivity and the company's strategy to be able to maintain the work productivity of its employees. This study uses a qualitative analysis method of primary data collected through in-depth interviews with the management and employees of the company. The results of the study show that the Covid-19 pandemic has had an impact on decreasing the company's work productivity even though the company already has achievements and concerns in increasing productivity. Various strategies are used by the company management to be able to maintain work productivity, including by switching to an online work system, using a flexible work system, using freelancers, using an online marketing system and motivating employees with a reward system for those who can provide benefits creative ideas and innovations to increase company productivity. Although in general the impact of covid-19 can reduce work productivity in companies, companies that already have a strong productive work culture have a strategy to be able to survive during the Covid-19 pandemic. This research is limited in that sampling only includes companies that before the Covid-19 pandemic had received awards in the productivity sector or companies that already had productivity improvement units. This research is expected to have implications for other companies as a reference to be able to maintain work productivity during the Covid-19 pandemic.

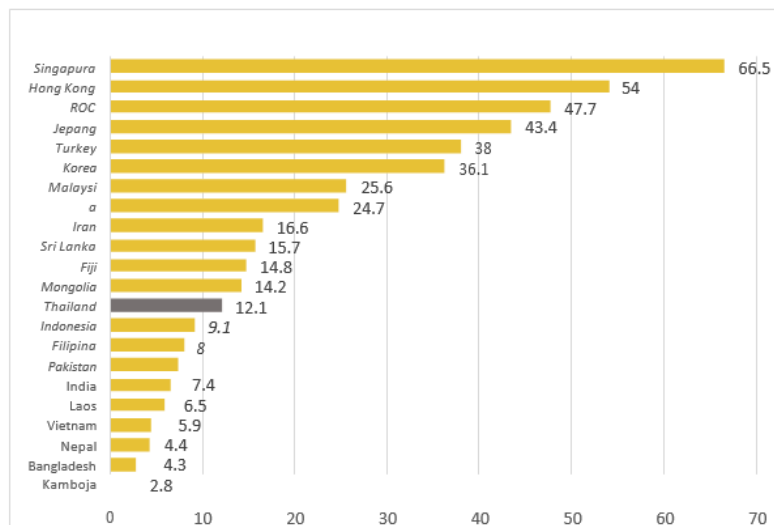
Keywords: Work Productivity; Increased Productivity; Productivity during the Covid-19 Pandemic

1 Introduction

The Covid-19 pandemic has had a considerable impact on all aspects of life, including economic growth and employment in Indonesia. The Central Statistics Agency reported that Indonesia's economic growth in the second quarter of 2020 was minus 5.32%, this figure worsened when compared to Indonesia's economic growth in the first quarter of 2020 of

2.97% (Expansion of Social Assistance for Workers Amid the Covid-19 Pandemic, Is It Effective?, 2020). In addition, data from the Ministry of Manpower (Kemmnaker) as of May 12, 2020 shows that as many as 85,000 companies have terminated employment (PHK) and laid off their employees without being paid wages. Overall, the number of workers affected by the policy is 2,146,667 people (Data Kemmnaker per 31 Juli, 2020). The Indonesian Institute of Sciences (LIPI) together with the Demographic Institute of the Faculty of Economics and Business, University of Indonesia (FEB-UI) have conducted a survey related to the impact of the Covid-19 pandemic on the employment sector. The results obtained show that the largest layoffs are in the trade, restaurant and accommodation sectors, which are 24%, with the type of work most affected by layoffs is service business personnel as much as 32% (Nidia, 2020).

The condition of labor productivity in Indonesia before the Covid-19 pandemic did not show encouraging conditions, while productivity is one indicator of the competitiveness of the workforce. The Asian Productivity Organization (APO) in 2020 noted that Indonesia's labor productivity and working hours only ranked 13th out of 21 countries that are members of the APO (Laporan Tahunan Produktivitas Dan Daya Saing Indonesia 2020, 2020). Within the scope of ASEAN countries that are members of the APO, Indonesia's labor productivity and working hours are ranked fourth out of eight member countries. Indonesia's position is under Singapore, Malaysia and Thailand. Figure 1 shows the productivity achievements of the working hours of the countries that are members of the APO in 2018. Currently, the productivity and competitiveness of the workforce are also experiencing challenges, the Covid-19 pandemic continues for an undetermined time. The attention of the Indonesian government is very large in an effort to answer the challenge of increasing the competitiveness of the workforce. Quality and competitive human resources are themselves a medium-term development target for 2020-2024. The government continues to improve and improve the quality of labor regulations (Laporan Tahunan Produktivitas Dan Daya Saing Indonesia 2020, 2020).



Sumber: APO Productivity Databook 2020

Fig. 1. Productivity per Hour of Work in Several Asian Countries Joining the APO (US\$), 2018

The Covid-19 pandemic has had various impacts on the employment sector, from companies that have to limit their operations, MSMEs that have to go out of business to direct impacts on workers. Many workers have experienced layoffs (PHK) and have had to be laid off without getting paid as a result of the Covid-19 pandemic. In addition, there are also many workers who, although still working, experience a reduction in wages due to reduced working hours, as well as loss of income for informal workers as a result of the implementation of the PSBB policy. Workers during the Covid-19 Pandemic who earned a fixed income because they were permanent employees, while many workers had to experience a decrease in their income because they worked in the sector that was most affected or the working hours that were most directly related to income decreased due to the implementation of the work from home/WFH policy (Setyorini, 2020).

In difficult conditions during the Covid-19 Pandemic, companies must have a strategy to be able to maintain their productivity. Employee productivity is a real behavior displayed by everyone as a result of their performance in accordance with their role in the company. Every company always expects its employees to have high work productivity. Employees with high work productivity will make an optimal contribution to the company, and the company can increase their work productivity (Gaol, 2014). The Covid-19 pandemic, which has changed a lot, has caused a lot of pressure on health, economic, and social problems in general, has a negative effect on the productivity and competitiveness of the workforce, especially in business activities or areas that have a high risk and level of spread, so a policy is needed. appropriate and measurable so that this negative influence can be minimized and recovered immediately (*Laporan Tahunan Produktivitas Dan Daya Saing Indonesia 2020*, 2020).

Based on the problems that occurred as a result of the Covid-19 impact on the employment sector, research is needed that aims; to see the impact of the covid-19 pandemic on the productivity of companies that have received awards and achievements in the field of productivity before the Covid-19 Pandemic, conduct an analysis of the company's strategy to be able to maintain productivity in the era of the covid-19 pandemic, and formulate a government strategy to conduct coaching to companies so that they can maintain and increase productivity in the era of the Covid-19 pandemic.

2 Literature Review

Various studies have been carried out related to the impact of the Covid-19 pandemic on the employment sector so that it can reduce the productivity of workers and companies. The increasingly widespread COVID-19 pandemic has a negative impact on labor productivity. Increased health risks to the community and workforce, can reduce activities/work and disrupt production. Likewise, the existence of social restriction policies during the Covid-19 pandemic can disrupt the process of obtaining production inputs and marketing outputs/products. In addition, the Covid-19 pandemic has increased the burden of spending related to health protection and caused a loss of labor income, so that this decrease in income will pose a threat of poverty, decrease in health status and educational barriers that harm labor productivity (M. Zainul, 2021).

Many companies close or reduce the number of employees, this is due to the obligation for companies to limit the number of attendance in a place and social distancing rules to reduce the number of Covid-19 cases, and caused by the free fall of profits earned by the company. Profits decrease as people's consumption declines. Consumption has declined as people prefer to stay at home to prevent the spread of the coronavirus. In addition, people prefer to save

money in fulfilling their desires because there is no certainty when this pandemic will end. The absence of income earned by the company makes them go bankrupt and close the company. Many workers are laid off because their companies cannot afford their workers (Cholifah, 2021). There are at least two implications of the economic crisis experienced by Indonesia during the Covid-19 pandemic in the employment sector. First, the increase in the number of unemployed, and second, the post-crisis labor market changes (Rizal, 2020). The main impact that companies have to face is the shift of the company's financial system to zero based budgeting so that companies can break even, layoffs of large companies, chaos in company production, decline in company productivity and the last impact is the collapse of the company. Various negative impacts show the struggles of the business sector to survive during the Covid-19 pandemic (Putri et al., 2020).

MSMEs are a sector that is expected to be able to survive during the Covid-19 pandemic, this refers to their experience of being able to survive the economic crisis that occurred in 1998 (Nuari, 2017). In times of crisis, there are even more MSMEs that continue their business (Mirza et al., 2020). Based on data from the Ministry of Cooperatives, there are 163,713 MSME actors affected by the Covid-19 pandemic (Amri, 2020). The MSME sector most affected is food and beverage. The MSME sector that was shaken during the Covid-19 pandemic apart from food and beverages, was the creative industry and agriculture (Amri, 2020). The impacts they experience are generally related to limited capital due to declining sales, hampered product distribution due to the implementation of PSBB and the lack of raw material availability because they are dependent on other industries (Achmad, 2021).

MSME business is a sector that drives the Indonesian economy. Broadly speaking, MSMEs have three roles and contribute to the economy in Indonesia, namely as a means to equalize the level of the people's economy, reduce poverty because with MSMEs the employment rate is high and increase the country's foreign exchange because MSMEs not only market their products or services nationally but also international (Putri, 2019). The expertise and ability of micro, small and medium enterprises in developing their businesses independently can make changes in future development (Sarmigi, 2020). Companies must have various strategies to be able to maintain their productivity where in carrying out service functions they must comply with the New Normal order protocol, which has two main principles, namely; Productive and Safe Covid-19. Productive in the sense that the community can return to their activities and run their business so that the economy can revive and be safe. Covid-19 means carrying out strict and disciplined health protocols in every activity carried out.(Erni, 2020).

Some strategies that can be carried out by MSME actors to maintain their business in the face of the Covid-19 pandemic are (Hardilawati, 2020); (1) MSMEs using e-commerce (2) Digital Marketing (3) Product and Service Quality Improvement (4) Customer Relationship Marketing (CRM) (4) Maintaining product prices. Another study states that the strategies carried out by MSME actors can be divided into three strategies, namely improving product quality, improving service quality and utilizing technology (Hanum & Sinarasri, 2017). Good product quality and service quality are very influential on increasing consumer spending, where good quality can increase consumer satisfaction and can foster better relationships between business actors and consumers (Satya & Pramono, 2019). On the marketing side, in general, the strategies used to survive the pandemic are almost the same in all types of businesses, such as promoting on various social media such as Facebook, Instagram, WhatsApp, and websites, as well as conducting discount or discount techniques to maintain their business (Mirza et al., 2020). With the development of E-commerce, it can increase the performance and income obtained by MSMEs, a positive impact and a significant influence

with the existence of E-commerce on MSMEs (Helmalia & Afrinawati, 2018).

Another problem faced by companies during the Covid-19 pandemic that can affect productivity is the necessity to implement a work from home system. WFH is a form of flexible working, which is a concept of a remote work system. Flexible working is actually not a new thing in the world of work in Indonesia (Diana, 2020). Before the Covid-19 pandemic, since the start of the startup business, the flexible working system and remote work have become a new culture at work (Berliana, 2020). Working from home as a flexible working concept does not necessarily increase employee productivity which in turn can have an impact on organizational productivity. This work concept will have a positive impact on employees and for the organization if applied to the right individuals. Factors such as type of work, location of residence, marital status and even gender are things that are considered when implementing WFH from the individual side of the employee (Diana, 2020). Working from home will provide different comfort and productivity depending on the type of work, availability of technology, psychological conditions and individual preferences, meaning, working from home effectively does not apply to all workers or all types of work (Hendytio, 2020).

Various problems can be faced by companies when they have to implement the WFH work system which has an impact on decreasing productivity. The productivity of most employees who run WFH can decrease due to the lack of work support facilities such as computers, internet networks, and some disturbances such as boredom due to being in the same environment for a long time with a prohibition on doing social activities together due to social distancing rules (Diana, 2020). The application of WFH can cause social disruption from the employee's family and the conventional work mindset makes employees lose focus between having to work and spend time with family (Mustajab et al., 2020). Working at home has the potential to cause work-family conflict, but if spouses and family members can understand and create a positive atmosphere at home to work, it can increase employee motivation to be productive (Tri et al., 2020). Plus the support of colleagues and superiors who continue to maintain communication through virtual meetings and workloads that have clear time targets, so that employees do not feel tired in dividing time between work and family (Muayyad & Gawi, 2017).

Many studies related to the impact of the Covid-19 pandemic on company and workforce productivity have been carried out. These studies discuss the impact of the Covid-19 pandemic in the employment sector on a company, both privately owned and government-owned in an area. Much of the research is aimed at the scale of MSME companies affected by the Covid-19 pandemic. The novelty of this research can be seen from the wider research locus covering 6 provinces in Indonesia. This research is also not only conducted on MSME-scale companies but also includes large-scale companies. The next novelty of this research is that the companies that are the focus of research are those that have received awards in the field of Productivity and companies that have had productivity improvement units before the pandemic took place. The selection of companies with categories as above is expected to be a model and reference for the government to issue policies related to efforts to increase work productivity in Indonesia.

3 Methodology

This study uses a qualitative descriptive method with the consideration that this method is suitable for the aims, objectives and characteristics of the research. Qualitative Research

Method is a method that emphasizes more on aspects of in-depth understanding of a problem rather than looking at the problem for generalization research (Sugiyono, 2012). This research method uses more in-depth analysis techniques, namely examining problems on a case-by-case basis because qualitative methodologies believe that the nature of a problem will differ from one another (Atik, 2015). Qualitative research methods are the most appropriate types of research methods in capturing human perceptions only with direct contact and an open mind and through inductive processes and symbolic interactions humans can recognize and understand something (Conny, 2010).

Sources of data used in this study are secondary data and primary data. Secondary data is data that refers to information collected from existing sources. Secondary data sources are company records or documentation, government documentation or government publications, industry analysis by media, websites and others (Sekaran, 2011). The primary data in this study were obtained through in-depth interviews with company management and company employees. The sample selection of purposive sampling companies includes 16 MSME actors and large companies spread across 9 provinces in Indonesia, namely; DKI Jakarta, West Java, Yogyakarta, North Sumatra, West Sumatra, South Sumatra, East Nusa Tenggara, East Kalimantan, North Sulawesi. The sample collection method used is purposive sampling, which is a sampling technique of determining certain criteria (Sugiyono, 2007). The criteria for selecting the sample are companies that have received awards from the government in the field of productivity at the Provincial (Shidakarya) and National (Paramakarya) levels as well as companies that have developed productivity improvement units and implemented a productive work culture.

4 Results and Discussions

4.1 Company Strategy to Maintain Productivity in the Era of the Covid-19 Pandemic

Various efforts were made by the company to maintain productivity during the Covid-19 Pandemic. Even though the company is forced to reduce the salary of its employees, it is carried out in stages, for example, the full basic salary that is reduced is the monthly performance allowance, the fixed allowance from 100% to 80%. Likewise for the reduction of basic salary if forced to be done gradually so that it is not too felt by employees. This strategy is carried out by a company that is part of the HR management approach that seeks not to terminate employment and continue to motivate employees to maintain their productivity during the Covid-19 Pandemic. The company switched to a freelancing system, the staff was still the same as the same people, but the work system changed to on project on call. If forced to need new employees, the company will ask for help from trusted people (old employees) to find people they trust to become employees on a freelancing basis. The company continues to use its former confidants, and works online (WFH) at certain times.

Some organizations/companies are already ready to implement and have even implemented work from home schemes for both part and all employees. Meanwhile, for organizations/companies that are not ready, the implementation of working from home is quite inconvenient at first, although with time the employees gradually adjust to (Oswar, 2020). Working remotely (from home and/or other locations outside the office) is a flexible work arrangement that allows working away from the office all or part of the time (Mungkasa, 2020). Many employees want flexibility (flexibility) in choosing the time to work from home according to their needs (Leprince & Daphne, 2020). However, the existence of employees

who are far from the direct supervision of the leadership requires the selection of a new method of measuring employee productivity (Oswar, 2020).

During the Covid-19 pandemic, companies need employees who have performance in the value of multiskill for efficiency. For employees whose performance level is not very good, especially for those who are contract employees, the company is forced to reduce its employees, the company must develop a skill mapping of anyone who can still be maintained and also who we cannot retain. For companies that are used to working flexibly and online-based, the most difficult productive culture to implement during a pandemic is playing together or gathering together for reproductive and recreational work, while for routine work the pandemic is not too disturbed, because work is used to zoom. Meetings. Jobs accepted during the pandemic have even increased for companies that are used to implement flexible working because for workers who work in offices that apply traditional systems they have targets to achieve, while online-based companies do not have too many commitments, there are project offers. Can be income for them without having to commit much. In fact, there has been a significant increase in the involvement of precarious workers netted on the platform.

To maintain sales, various strategies were carried out by the company, including many companies that switched to using online sales, including joining grab food, go-food, and various Market Places. Before the pandemic, the company was already doing online sales with an average annual increase of 5% to 10%. With the COVID-19 pandemic where offline sales are declining, online sales are quite helpful. Marketing channels are carried out through various digital sales portals such as through Instagram, Facebook, and also through online sales of well-known PO partner brands. The company must also carry out continuous promotions, give vouchers, the marketing team makes contact via telephone to people who have the potential to become customers, make advertisements through social media so that it is expected to increase sales results. In addition to conducting E-Commerce trading, MSME actors are also required to be able to communicate products intensively by marketing products using digital marketing and utilizing social media to be able to reach consumers directly and can reduce promotional costs. Digital marketing is marketing that is done using internet access, utilizing social media and other digital devices (Putri et al., 2020). Efforts are needed to obtain market segmentation by increasing promotion through online media. Strengthening marketing must also be supported by innovation and product development that is in accordance with the needs and desires of consumers (Narto & HM, 2020).

E-commerce can have a positive impact on MSMEs but is not followed by a significant increase in marketing performance. This is due to the lack of extensive knowledge of business actors. Business actors need to develop the ability to use E-commerce so that the results obtained are also maximal (W. Hardilawati, 2020). Based on the BANK DBS survey regarding consumer interest in using e-commerce, there is a sharp increase. Consumers of e-commerce users before the pandemic were recorded at 24% and rose to 66% when the covid-19 pandemic occurred. This is certainly a must for business actors to further improve the quality of their products and services so that consumers trust and want to shop for them (Achmad, 2021).

4.2 The Company's Efforts to Maintain a Productive Work Culture during the Covid-19 Pandemic

Changes in organizational culture / work culture that are sought by the company to maintain company productivity are Cost Reduction related to all expenses that are not directly related to revenue (customer service). Efforts made by the company to be able to continue to

realize a productive work culture during the COVID-19 pandemic by carrying out training (motivation & awareness), communication between teams, sharing, mutual assistance, and deliberation. One of the ideas that emerged during this pandemic was for companies to provide channels with the aim of seeing company problems not only from the perspective of the management but also by involving everyone to develop the company. A committee team was formed that specifically deals with quality management related to productivity and novelty which is the implementation of The Kaizen culture. The employee who proposes the most ideas related to quality and productivity will get a reward because it will accelerate the goal of achieving the company's vision. During this pandemic, there are additions to the work culture, namely the implementation of the covid prevention protocol, carrying out production innovations for market demand, making the cleanliness and health of employees a management priority. The proper implementation of the covid 19 health protocol is one of the efforts made by the company to continue to be able to realize a productive work culture during the covid 19 pandemic. Changes in organizational culture that have occurred are felt by the company, among others, all company members are more introspective to maintain the health of each other. Each company also provides or provides vitamins to additionally maintain the immunity of its employees. Figure 2 shows one company that continues to implement a productive work culture.



Fig. 2. Productive Work Culture During The Covid-19 Pandemic

Productive work culture programs during the pandemic, which cannot all be done directly, are carried out virtually and the implementation guidelines are contained in the new normal handbook and the anticipation of covid-19 via email and flyers in the office so that workers understand the steps to prevent and overcome them. There are rewards for implementing the best culture in the form of man of the month. If there are workers who do not apply the company's productive work culture, they will receive a warning, and will receive a 1-3 warning letter if there are further violations.

5 Conclusion

Although in general the impact of covid-19 can reduce work productivity in companies, companies that already have a strong productive work culture have a strategy to be able to

survive during the covid-19 pandemic. To overcome the problem of declining productivity during the COVID-19 pandemic, the company's management involves all of its employees to provide innovative ideas so that they can survive in crisis conditions due to the pandemic. The role of the government is highly expected by companies to provide stimulus and guidance so that companies can maintain and even increase their productivity.

Limitation and Study Forward

This study has limitations where the selected sample is companies that have implemented a productive work culture and received awards related to work productivity before the Covid-19 pandemic. The results of the study cannot represent companies that do not yet have a high awareness of the importance of implementing a productive work culture.

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