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Planning scenarios for improving the performance of education personnel after COVID-19 at XYZ University

Yustinus Ricky Hapsoro Suryanto*, School of Business, IPB University, Bogor, West Java, Indonesia

*Email for Correspondence: yustinus74e@apps.sb.ipb.ac.id

ABSTRACT

In the post-Covid-19 pandemic period with such rapid changing dynamics, the role of education personnel in the university environment is increasingly crucial to support the development and improvement of education quality. The purpose of this study is to identify and analyze internal and external factors that affect the performance of XYZ University education personnel and determine scenario planning to improve the performance. The results of this research show that there are four scenarios that can occur based on the planning scenario matrix, namely scenarios in optimistic, semioptimistic, semi-pessimistic and pessimiistic conditions. It can be concluded that the current condition of the condition of organizational aspects is in an optimistic scenario, in this case the organization facilitates and aspects of educational personnel that support efforts to improve performance, so that the formulation of strategies carried out by the company focuses on optimistic scenarios where the company can implement hybrid work methods supported by clear and well-socialized regulations to education staff and supported by optimizing the function of HRM applications and strengthening the ability of education staff to carry out their job responsibilities, especially online.

Keywords:

planning scenario
education personnel
performance
COVID-19

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INTRODUCTION

Internationally, countries began to implement the Protocol Covid-19 in accordance with the recommendations of the World Health Organization (WHO), starting from washing hands, not gathering/meeting, maintaining distance, limiting leaving the house and even carrying out isolation measures starting from self-isolation of individuals, communities, and even entire cities starting from Large-Scale Social Restrictions/PSBB to lockdown. As a result, many offices, both government and private, then implemented work from home schemes (work from home/WFH). The Government of Indonesia through the DKI Jakarta Provincial Manpower, Transmigration, and Energy Office has issued a Circular Letter of the DKI Jakarta Provincial Manpower, Transmigration and Energy Office Number 14/SE/2020 of 2020 concerning Work at Home Appeals (Work From Home) ("SE Disnakertrans dan Energi DKI Jakarta 14/2020") which follows up on the Instruction of the Governor of DKI Jakarta Province Number 16 of 2020 concerning Increasing Awareness of the Risk of Infection Transmission Corona Virus Disease (Covid-19). The WFH scheme is part of the concept telecommuting (remote working) (Allen et al., 2015; Bezovski, 2021; de Klerk et al., 2021; Mendrika et al., 2021; Pillai & Prasad, 2023), which is actually not new in the world of work and urban planning, this concept has been known since the 1970s as one of the efforts to overcome traffic congestion from daily commuting home-office (Hamlin & Heathfield, 1991). However, it is undeniable that the concept of working from home is still unfamiliar to most people or workers, especially in Indonesia (Irawanto et al., 2021; Pranata et al., 2022; Sitorus et al., 2023; Subari & Sawitri, 2022; Yamin et al., 2021), because before the pandemic, the normal condition of working people was the routine of going to the office to carry out work activities in a uniform environment (Beck & Hensher, 2020; Frankeberger et al., 2022; Lipták & Musinszki, 2022; Mantesi et al., 2022; Reineholm et al., 2023). With restrictions on activities outside the home, companies are encouraged to be able to optimize the WFH method for their employees.

BPS data as of June 1, 2020 noted that 39.09 percent of workers carried out WFH since the beginning of the pandemic, while 34.76 percent worked from home with a combination of pickets to the office some time. In contrast, 7.07% of workers did not change their working methods and 19.06% of workers did not have the

option to work from home, because their fields of work did not support the WFH work method.

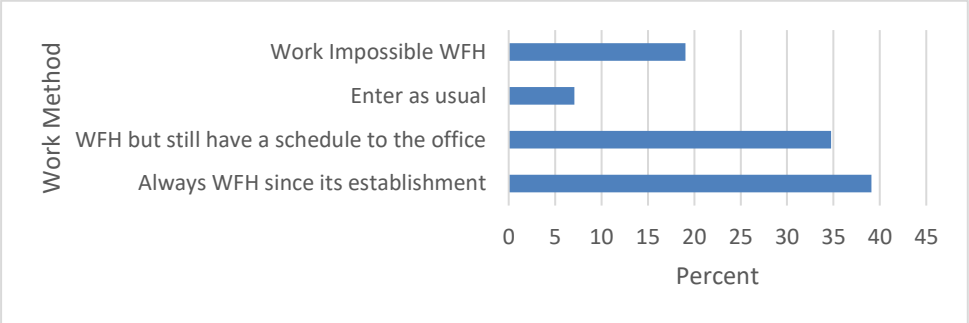


Figure 1. The level of application of working methods in Indonesia at the beginning of the pandemic
Source: covid-19.bps.go.id

This condition is supported by the survey results from World Economic Forum (2020) which states that 91.7 percent of companies in Indonesia implemented the WFH work method at the beginning of the pandemic. Although the WFH working method is considered the most optimal for pandemic conditions, in reality in the field there are still pros and cons. Some argue that with the WFH method, it will reduce the level of employee performance due to the absence of direct supervision from superiors, so that it has the potential for employees not to use working hours according to the provisions, slow response to questions and data needs from superiors and colleagues. While on the other hand, there are those who argue that with the WFH method, employees feel their performance remains high even though work is done from home. With the WFH policy, workers are required to maintain their integrity, so that workers continue to carry out their work properly and on time even without direct supervision by their superiors. Achieving employee performance targets during a pandemic is a challenge in itself as well as evidence of the flexibility and effectiveness of WFH (Rokhayah, 2021).

The Covid-19 pandemic has changed the working landscape around the world and forced companies to face major challenges in maintaining the performance of their employees (Hasibuan & Sopiah, 2021). Although the challenges faced by various sectors vary, employee performance remains one of the key aspects in the success and resilience of the company. One of the major changes in the post-pandemic work landscape is the increased use of remote working and work flexibility. Many companies are adopting hybrid work methods, potentially resulting in changes in team dynamics, performance management and the technology support employees need to stay productive. In addition, the pandemic has also had a significant psychological and emotional impact on employees. Employees face greater stress, feelings of isolation and health-related anxiety. All this can affect the well-being and productivity of employees. Therefore, it is important to understand how this pandemic has affected employee performance and how companies can respond to these changes.

One of the companies that has also experienced a shift in work methods since the beginning of the pandemic is XYZ University. The growing number of students every year is an important indicator of the success and attractiveness of XYZ University. This phenomenon reflects its strong reputation and academic excellence as well as the suitability of its programs to the demands of the job market and the needs of its students. Consistent growth shows that XYZ University is able to keep up with the developments and dynamics in the world of higher education. However, behind it all, this condition is a challenge how XYZ University can provide quality services to support learning activities for students, especially after implementing the work from home method during the global pandemic and returning to the work from office method during the current new normal. Employees at XYZ University are generally divided into two categories, namely educators (lecturers/faculty members) and education staff (supporting members).

Education personnel are members of the community who devote themselves and are appointed to support the process of providing education. In particular, education personnel are employees of work units whose function is to provide services to students. Work units that deal directly with students include the division of Admission, Marketing and Customer Relationship, Program Administration, Finance, Student and Nationality Achievement, Library and IT Support. The transition of work methods from work from home during the pandemic back to work from office in the current new normal era , will more or less affect employee performance in various ways. The habit of working from home with greater flexibility, then returning to work in the office will allow for a process of collaboration and adaptation in various ways. Through research on planning scenarios for improving the performance of education personnel at XYZ University after the pandemic era, it is hoped that it can provide insights, especially related to the performance of education personnel and can provide guidance for XYZ University in determining strategies to improve the performance of education personnel in the future with dynamic working environment changing conditions.

Now that the pandemic situation has passed and Covid-19 has become part of the daily life of the world community, community activities are gradually recovering even though the situation is not the same as before the pandemic, which can be part of the new normal of people's daily lives. XYZ University is one of the companies supporting the new order, which has brought about a major change and requires adjustment in many ways. Until now, XYZ University has undergone work from office and work from home methods for all its employees, as well as carrying out efforts to utilize various technologies and resources in the work process to create a learning process and provide quality services for students. This condition requires XYZ University to maintain the quality of its services, by determining and formulating work methods that can optimize the performance of education personnel to face the challenges of the world of education in the current new normal era and face uncertain future environmental changes. With a better understanding of the challenges and opportunities faced, companies can develop more adaptive and effective strategies to ensure optimal employee performance in the changing post-pandemic world conditions.

Based on the background and formulation of the problem, the purpose of this study is to identify and analyze internal and external factors that affect the performance of XYZ University education staff, and determine scenario planning to improve the performance of XYZ University education staff. For companies, this research can be taken into consideration in formulating and determining policies related to the development of XYZ University education personnel. For educational institutions, this research can be used as a basis and reference for further research and add scientific repertoire about strategies to improve the performance of education personnel.

METHOD

This research approach uses a qualitative descriptive approach using primary data. The data used in the study consisted of primary data and secondary data. The primary data used in this study was the result of filling out interviews with selected experts and the academic community from within XYZ University. While secondary data were obtained from other literature studies, documentation and archives of XYZ University.

In this study, two types of analysis will be used to answer research problems, namely descriptive analysis and scenario planning analysis. Factors in variables that affect the performance of XYZ University education personnel will be used as dimensions in aspects of internal factors which include education, internal motivation, skills, work discipline, attitudes and ethics as well as nutrition and health to be analyzed using TAIDA techniques. In addition to analyzing aspects of internal factors, this study also analyzes external factors which include work environment, management, social security, achievement opportunities, income level, technology and production facilities. Based on the analysis of internal and external factors, the results of the Scenario Planning design will then be obtained.

RESULTS AND DISCUSSION

Performance of Post-Covid-19 Education Personnel at XYZ University

From interviews with selected experts and the academic community, it was stated that according to selected experts, the performance of XYZ university education staff in the period after the Covid-19 pandemic arguably remained stable. In the early days of the new normal period, there was an adaptation period after previously working from home for approximately two and a half years and then having to return to the office, but the adjustment process was still reasonable.

"The performance of education staff after the pandemic, because I happen to be proactive, in general the level of performance is the same (as in normal periods and pandemic periods), I feel that there is no problem with the performance of education personnel related to my work" (**Interview with the Chairman of the Senate for Academic Affairs and HR Experts, Prof. Andreas Budihardjo, Ph.D, on December 19, 2023, at 11.30**)

The level of employee performance that has remained stable after the pandemic can be explained by the adaptation experience that education personnel have had during the beginning of the pandemic. In the early stages of the pandemic, education personnel experienced a profound shift in their working patterns, which involved transitioning from working in the office to working from home. Although these changes may initially be challenging, the adaptation experiences that occurred during the period provided opportunities for education personnel to develop new skills and strategies that support their efficiency and productivity.

With that experience, educators have come to understand how best to manage time, leverage technology and stay connected to their teams despite being physically far apart. This adaptation creates a strong foundation to maintain stable performance post-pandemic. Education personnel who have successfully adapted to these changes may feel more confident in facing the new work dynamics faced post-pandemic. Their ability to operate effectively in a variety of work environments, both in the office and remotely, can help maintain high levels of performance and make a positive contribution to XYZ university.

"I see that the performance of education personnel after the wfh period and then returning to work after the pandemic does require adjustments, after a long period of working in the environment and most of course at home, this needs to be adjusted again, but I think the adjustment is not long because they have previous experience adjusting at the beginning of the wfh period" (**Interview with Vice Rector 3 and HR Expert, Dr. Franky Supriyadi, December 14, 2023, at 11.00**)

While the results of interviews with human resources executives, changing work methods by returning to work from office will definitely require adjustments from each education staff, from those who can usually work from home with flexible times even though sometimes work outside office hours until night, then have to return to the office with predetermined working hours rules from 8 am to 5 pm. The thing that needs to be considered is time efficiency, where returning to work in the office will require a preparation process until the trip to and from the office which requires sacrifices of time and energy.

"If what I see, maybe also from personal experience, I am also much less productive in my opinion because it wastes time can be one to one and a half hours just to be on the road in traffic jams to the office also tired of returning home too, what is the name has achieved too" (**Interview with Human Resources Recruitment Manager, Mrs. Imelda Wulandari, December 14, 2023, at 9:00 AM**)

The condition of work from office after the pandemic has undergone a significant transformation compared to the pre-pandemic period. Before the pandemic, working in the office tended to be considered the norm, and the work-from-office model was considered the only effective way to do work. There is not much urgency to change the work model, and most organizations tend to prioritize traditional routines. Working from the office is common policy, and the concept of remote working is still considered a limited option.

However, post pandemic, this paradigm has changed significantly. The urgency factor emerged with the Covid-19 pandemic, which forced many companies to adopt remote working methods in response to social restrictions and lockdowns. Many companies have realized that hybrid work models, which mix work from the office and remote work, can be an effective solution to address the increasingly diverse and dynamic needs of employees. The post-pandemic implementation of work from office reflects a shift in the company's mindset, where flexibility and balance between work and life are given greater attention. This work model allows employees to stay connected with colleagues in the office while enjoying the convenience and flexibility of working from elsewhere as needed.

"It doesn't mean WFH is more efficient, not really, because if for example WFH is also people will do various kinds of work at home or other things in the house, but more to the time factor where when people can be more flexible to do their work, we are still conventional, have started to meet again with offline meetings, Offline meetings are not wrong on things that do need direct coordination, but there are things where we can actually be more efficient at work because actually even during the pandemic things can run well, why the good ones are not improved to be even better, instead returning to the work patterns of the past before the pandemic" (**Interview with Human Resources Recruitment Manager, Mrs. Imelda Wulandari, December 14, 2023, at 9:00 AM**)

The results of interviews with XYZ university education staff, at the beginning of the pandemic, the challenge faced was adjusting to the reality of limited work facilities. The transfer of work methods to work from home, which is largely a new state for most education personnel. Limited working facilities, especially at home, can create barriers to the productivity of education personnel. Many of them have to improvise and adapt to unexpected situations, such as finding a quiet workspace, handling the limitations of technological devices, and adjusting to a more flexible schedule. After the pandemic, the adjustment conditions when education personnel returned to work from the office, created a new dynamic in the work environment, which initially adapted to the remote work model had to readjust to physical presence in the office. This adaptation process involves changes in daily routines, commutes back to work, and adjustments to safety and health protocols implemented by XYZ university.

"With the work method back to the office, it means that it is related to the changes, yes, most get used to it, especially for travel so traffic jams especially the rainy season like now, for work responsibilities because we have routinely done daily so there are no problems, maybe at the beginning of the change there is a slight decrease in performance because it has just arrived at the office and so on" (**Interview with Academic Administration Manager, Mrs. Yuni Astuti, December 13, 2023, at 15.00**)

The expectation from education staff regarding time and workplace flexibility is one of the important dynamics in the evolution of the world of work, especially after the pandemic. Education personnel at XYZ universities now increasingly value the opportunity to have more control over the time and place of their work. These expectations reflect the need for work-life balance, enabling individuals to more effectively manage their time and cope with personal demands. Flexibility in time and workplace is also associated with increased productivity, motivation, and employee satisfaction. A more flexible hybrid work model is one solution to look forward to, allowing employees to tailor their work patterns to individual needs and preferences, while improving overall well-being. These expectations reflect a paradigm shift in outlook towards the work

environment, where organizations that are responsive to employee flexibility needs can create inclusive and sustainable work cultures.

"But we also still need a moment when we want to work anywhere but the work is still done, because we can minimize stressfull from the right and left, for example, the time for lunch break does not have to be tight at 12 to 13, rest can be arranged according to each need" (**Interview with Student Engagement division, Mrs. Windi Ayu Diningsari, December 14, 2023, at 3:00 PM**)

In general, the performance level of education personnel at XYZ university tends to remain stable, even after the adaptation period in the post-pandemic period. However, the sustainability of this stability often requires new breakthroughs in working methods. The hybrid work model, which combines working from the office and working remotely, is emerging as a significant breakthrough that can have a positive impact on the productivity, well-being, and satisfaction of education personnel. The application of this method allows education personnel to better tailor their work environment according to individual needs and preferences, creating the flexibility necessary to support work effectiveness. Therefore, breakthroughs through hybrid work approaches not only reflect the evolution in the work order, but also provide an opportunity to continuously improve and maintain stable performance levels amid changing modern organizational dynamics.

Identification of Internal Factors

From the results of interviews with selected experts and the academic community, it is stated that internal factors involving educational variables, motivation, skills, work discipline, attitudes and ethics as well as employee nutrition and health, all have a significant impact on the level of performance of education personnel at XYZ university.

"From internal factor variables, all variables affect the performance of education personnel, where each variable influence can differ between individuals. Between these variables are interrelated with one another, because the object under study is a person. Talking about internal factor variables, it may indeed differ somewhat from individual to individual, for example, internally the individual feels his work is useful or not" (**Interview with Director of Postgraduate Program and HR Expert, Dr. Achmad Setyo Hadi, December 12, 2023, at 10.00**)

Education Analysis

The level of education of education personnel can affect various aspects of performance, ranging from the ability to understand job tasks to the ability to face complex challenges in the work environment. Employees with strong educational backgrounds tend to have better knowledge and skills in carrying out their job responsibilities. In addition, education can also improve employees' analytical, critical, and problem-solving skills.

"If I look at it with the assumption that education in us is adequate, then adequate education is the minimum requirement that must be met so that they are able to carry out their duties" (**Interview with Vice Rector 3 and HR Expert, Dr. Franky Supriyadi, December 14, 2023, at 11.00**)

The learning process gained through formal education can form a more structured mindset and provide a basis for dealing with complex work situations. Educated education personnel also tend to be better able to integrate new knowledge, follow industry developments, and adapt to changes in the work environment.

Motivation Analysis

Motivation plays a key role as an internal factor influencing the performance of education personnel at XYZ university. Motivation includes a number of internal needs and drives that drive individuals to achieve goals and give their best in their work. Motivated education personnel tend to be more passionate, productive, and dedicated to their duties and responsibilities. The importance of motivation in the performance of education personnel lies in the fact that motivated education personnel tend to be more focused, have higher resistance to stress, and are able to overcome obstacles better. Motivation also has a positive impact on creativity and innovation, as motivated educators are more likely to seek new solutions and contribute to improved processes or outputs.

"The most influential variable I think is motivation because if people don't have the motivation, they want to be smart like what they want to be good at, like what is difficult, yes, it's like a train, right, yes, there is already a track, but if he doesn't have a locomotive, it's not running, then pulling using what is it is difficult, so I think the most important thing is motivation" (**Interview with Academic Administration Manager, Mrs. Yuni Astuti, December 13, 2023, at 15.00**)

Effective management within XYZ university seeks to understand individual motivational factors and create a motivational stimulating work environment. By understanding and utilizing the motivation of education personnel, XYZ university can improve performance, productivity and job satisfaction, creating a dynamic and competitive environment.

Skill Analysis

Skills play a crucial role as a significant internal factor in determining the performance of education personnel at XYZ universities. Skills include a combination of knowledge, technical expertise, interpersonal abilities, and other aspects that support the performance of job duties and responsibilities. Education personnel who have skills that match their job requirements tend to be more effective and efficient in carrying out their duties.

Technical skills, for example, are essential in many industries and occupations. Education personnel with special expertise in their field are able to handle specific tasks with a high level of expertise. Meanwhile, interpersonal skills, communication skills, and leadership are also important skills that can affect how an employee interacts with colleagues, management, and customers.

Upskilling often has a direct impact on improving performance. Therefore, XYZ universities can adopt a continuous approach of learning and development to ensure that education personnel continue to hone their skills according to technological developments, changes in market needs, and organizational dynamics.

In addition, placement according to the skills possessed is also an effective strategy in improving performance. Recognizing and utilizing the skills of each individual education personnel appropriately can create a more productive work environment and enable education personnel to make their maximum contribution.

"Thus, skills should also be needed, just how the available skills are realized into the output of work that will be used by other parties" (**Interview with Vice Rector 3 and HR Expert, Dr. Franky Supriyadi, December 14, 2023, at 11.00**)

In an era of ever-evolving knowledge and technology economy, it is important for organizations to recognize the value of skills as an internal factor of employee performance. Encouraging skills development, identifying and leveraging individual expertise, and providing support for professional growth can help create productive, innovative and competitive teams.

Work Discipline Analysis

Work discipline is a critical internal factor in determining the performance of education personnel in organizations. Work discipline includes the extent to which an education personnel can comply with the norms, rules, and rules that apply in the work environment. A high level of discipline demonstrates the commitment of education personnel to their responsibilities, maintaining order, and ensuring the smooth operation of the organization.

Education personnel who demonstrate a good level of work discipline tend to have consistent attendance, meet deadlines, and follow work procedures accurately. This disciplined attitude creates an orderly work environment and can help improve operational efficiency. In addition, good work discipline also reflects the level of responsibility and professionalism of education personnel towards their work.

Discipline management can involve an approach that includes providing clear rules, coaching, and fair supervision. Providing regular feedback and providing incentives or recognition for employees who demonstrate a high level of discipline can also increase motivation to maintain a good level of performance.

Conversely, lack of work discipline can have a negative impact on work performance and culture. Employees who frequently break the rules can result in instability in the team and affect overall productivity.

In the context of employee performance, work discipline becomes the basis for achieving organizational targets. Therefore, it is important for organizations to understand, promote, and manage work discipline in order to create a professional, efficient, and high-performance work environment.

Attitude and Ethics Analysis

Professional attitudes and ethics are internal factors that greatly affect the performance of education personnel in an organization. Attitudes include the mental and emotional attitudes of education personnel towards work, co-workers, and the organization as a whole. Education personnel who have a positive attitude towards their tasks, co-workers, and emerging challenges tend to be more motivated and high performers.

Professional ethics includes the behavior and actions of educational personnel in accordance with moral norms and organizational rules. Education personnel who demonstrate good professional ethics are generally reliable, honest, and carry out their duties with integrity. Professional ethics create a healthy and trustworthy work environment, help maintain the organization's reputation, and increase consumer trust. Education personnel with positive attitudes and work ethics tend to be more flexible in dealing with changes and better able to adapt to the dynamics of a fast work environment. They can also be more effective in communicating and working together in teams, as their positive attitude creates a collaborative work atmosphere.

"So one thing that must be there first is a positive attitude and ethics, yes, it must be there first because I adhere to this, yes, understand in interacting, so if the party who gives the task and the other party is also positive, right, with that positive mutual attitude, which was previously less motivated, I can feel how happy

to get this assignment, but if his attitude is already negative which was not motivated, yes, not motivated, on the contrary, he is motivated, but because his attitude is viewed negatively, the response is also negative and over time the motivation will disappear" (**Interview with HR Expert, Mrs. Indria Handoko Ph.D, December 19, 2023, at 15.00**).

"In my personal view, if people have good attitudes and ethics or are professional, even if for example their motivation is not good, whether it is down or there are problems in the family or others, when he has professional attitudes and ethics that are maintained, he remains aware that he has a responsibility to the company, so he will still try to give his best" (**Interview with HR Management Manager, Mrs. Mezza Limanda, December 14, 2023, at 09.00**)

Training and development programs can play an important role in strengthening the positive attitude and professional ethics of education personnel. In addition, providing feedback and recognition for positive behavior can be a powerful incentive to maintain a good attitude and work ethic.

Overall, work attitudes and ethics not only create high-performing education personnel, but also support the formation of a positive and sustainable work culture within the organization. Therefore, organizations need to understand, appreciate, and manage these internal factors to achieve optimal performance and sustainability.

Nutrition and Health Analysis

Nutrition and health are significant internal factors in influencing the performance of education personnel at XYZ university. Good physical and mental health can contribute directly to the productivity and performance of education personnel. Individuals who maintain the health of their body and mind tend to have higher energy levels, lower stress levels, and better concentration abilities.

The nutrition aspect also plays an important role in supporting the performance of education personnel. Proper nutrition can affect brain function, endurance, and energy levels throughout the day. Education personnel who have a balanced diet and adequate nutritional intake tend to be better able to cope with job tasks well and have resilience to various challenges.

"Nutrition and health are important because if they are sick, they often miss work or their work is not optimal because their health is disturbed, it can hamper their performance" (**Interview with HR Expert, Mrs. Indria Handoko Ph.D, December 19, 2023, at 15.00**)

XYZ University cares about the health of education staff by providing quality and clean lunch consumption as well as routine health checks for education staff who are over forty years old. These initiatives help create a work environment that supports healthy lifestyles and motivates educators to maintain work-life balance. In addition, health and nutrition also have an impact on work absenteeism and the attendance rate of education staff, where those who feel healthy tend to have lower absenteeism rates, which in turn can increase the productivity and smooth operation of XYZ university.

It is important for XYZ universities to recognize the important role of nutrition and health in the performance of its education personnel and establish policies and environments that support employees' efforts to maintain their health. Investing in health programs and policies that support work-life balance can be a strategic step to improve the well-being of the education staff and the overall performance of XYZ university.

Identification of External Factors

Work Environment

The work environment is an external factor that has a significant impact on the performance of education personnel at XYZ university. The work environment includes the physical and psychological conditions of the place where education personnel work, as well as various external factors that can affect their experience and effectiveness. Therefore, management needs to understand and manage these work environment factors in order to create conditions that support optimal performance of education personnel. Investing in creating a healthy, supportive and motivating work environment can help improve the productivity and sustainability of XYZ university.

"If our environment is clean, it does not guarantee that we are not sick, even if it is clean, there is no guarantee that we are not sick, but if our environment is dirty, the possibility of getting sick is great" (**Interview with Director of Postgraduate Program and HR Expert, Dr. Achmad Setyo Hadi, December 12, 2023, at 10.00**)

"The work environment can affect like the example in our place which I know because of incompatibility with the surrounding environment, with direct superiors, between individuals quite a lot and can occur so that some employees leave XYZ university, as happened some time ago with the presence of informal but powerful bosses making some employees leave" (**Interview with the Chairman of the Senate for Academic Affairs and Human Resources Experts, Prof. Andreas Budihardjo, Ph.D, on December 19, 2023, at 11.30**)

Management

Management can be considered as an external factor affecting the performance of educational personnel at XYZ university. Management plays a role in shaping policies, procedures, and work culture that affect the way education personnel carry out their duties and interact in the work environment. Several ways in which management can affect the performance of education personnel including in the policies and procedures set by management play a key role in shaping the work norms and expectations of XYZ university. Clear and consistent policies can provide good guidance for education personnel, while efficient procedures can help increase productivity.

Management's leadership style, including the way they provide direction, provide feedback, and support the development of the education workforce, has a significant impact on motivation and performance. Supportive and motivating leaders can create a positive work environment.

"Management is the main thing because it is management that will influence other variables such as social security, it is already a government regulation, so that if a company like XYZ university is automatically it will definitely provide, on the other hand if management is not transparent in communication, it will affect organizational performance because people will become *insecure*" (**Interview with Human Resources Recruitment Manager, Ms. Imelda Wulandari, December 14, 2023, at 09.00**)

Management plays a role in conveying information to education personnel. Effective communication about organizational goals, policy changes, and performance expectations can help create clear understanding and stimulate education personnel involvement.

Effective management understands their role in shaping the work environment and motivating education personnel. Therefore, it is important for management to adopt best practices that support the performance and well-being of education personnel, create a positive work culture, and contribute to the overall success of XYZ university.

Social Security

Jamsostek, or now known as *BPJS Ketenagakerjaan* in Indonesia, is an institution that provides social security programs for workers, including pension insurance, health insurance, work accident insurance, and death insurance. The social security program can be considered as an external factor that is an increasing factor affecting the performance of education personnel, especially in the context of financial security and worker welfare, although according to an interview with Mrs. Yuni Astuti, Academic Administration Manager, social security is a variable whose influence is not significant, because if the income level is good, education personnel can seek social security with participation independently. It's important to note, then, that social security benefits and impacts on employee performance can vary depending on how the program is implemented and managed by the company. Good management of social security programs can increase employee satisfaction and create a healthy and sustainable work environment. From the beginning, XYZ university complied with government regulations on providing social security to all its employees.

Performance Opportunities

Achievement opportunities or opportunities to achieve achievements can be considered as external factors that affect the performance of education personnel at XYZ university. These factors include the environment and situations surrounding the education personnel that create conditions that support or hinder opportunities to achieve goals and achievements. Opportunities for accomplishment, such as recognition, promotion, or greater responsibility, can be powerful motivators for employees. Achievement opportunities provide clear goals and can increase morale and engagement. A clear, merit-based recognition and reward system can create opportunities for education personnel to be assessed and rewarded for their contributions. This can provide an extra boost to achieve high levels of performance.

"In my opinion, the opportunity for achievement is more about new employees, achievement in the sense of getting the opportunity for promotion" (**Interview with the Chairman of the Senate for Academic Affairs and HR Experts, Prof. Andreas Budihardjo, Ph.D, December 19, 2023, at 11.30**)

The opportunity to achieve significant achievements is often related to career development. The career development, training, and education programs provided by XYZ university create a foundation for employees to reach the pinnacle of their achievements.

Clear and structured achievement opportunities create a work environment that motivates, provides direction, and enables education personnel to plan and achieve their goals. Therefore, management needs to ensure that the recognition, reward, and career development system is open and fair so that every education personnel has the same opportunity to achieve achievements and reach their full potential.

Income Level

Income, or financial compensation, is an external factor that has a significant impact on the performance of education personnel at XYZ universities. Income includes salaries, benefits, bonuses, and other benefits

provided to education personnel in return for their contributions. It is important for XYZ universities to implement compensation policies that are transparent, fair, and in accordance with market values. A good understanding of the financial needs and expectations of education personnel can help create compensation programs that support optimal motivation, satisfaction, and performance.

"A sufficient salary does not then encourage people to be enthusiastic, so if the salary is less likely for people to be lazy is great, but if the salary is enough, it is enough, want to add more salary and then people become enthusiastic is not, because it must happen in order to maintain lifestyle and purchasing power" (**Interview with Director of Postgraduate Program and HR Expert, Dr. Achmad Setyo Hadi, December 12, 2023, at 10.00**)

Technology

Technology is an external factor that has a major impact on the performance of education personnel at XYZ university. Technological developments affect the way education personnel carry out their duties, collaborate, and interact in the work environment. Technology can affect the performance of education personnel in several ways:

1) Automation of routine tasks: Technology is often used to automate routine and repetitive tasks. This frees up educators' time from routine work, allowing them to focus on more complex and creative tasks that require human expertise.
2) Increased productivity: Advanced software and hardware can increase the productivity of education personnel by providing more efficient tools to accomplish tasks. Quick access to information, online collaboration, and project management systems are examples of technology implementations that can increase productivity. "The use of technology depends on his job duties, if he has nothing to do with technology it will not be too influential, but if for example for the designer, technology is important to support the productivity of his work" (**Interview with Chairman of the Senate for Academic Affairs and HR Experts, Prof. Andreas Budihardjo, Ph.D, December 19, 2023, at 11.30**)
3) Remote work capabilities: Technology makes it possible to work remotely or virtually, allowing education personnel to stay productive without having to be in a physical office location. It provides flexibility and work-life balance that can improve the satisfaction and performance of education personnel.
4) Collaboration and communication: Collaboration tools such as instant messaging, video conferencing, and collaborative platforms facilitate effective communication and collaboration among education personnel. This can improve team coordination, creativity, and innovation.
5) Information security: Technology also supports information security, which is important for protecting sensitive data of XYZ university. The use of cybersecurity systems and access controls helps protect information from security threats.
6) Administrative efficiency: Human resource management (HRM) systems and other administrative tools utilize technology to simplify administrative processes, including attendance management, performance evaluation, and data management of education personnel. It is important for XYZ university to continuously update and improve its technology infrastructure to remain relevant and support the performance of its education staff. Integrating technology intelligently can help improve operational efficiency, improve the performance of education personnel and ensure the sustainability of institutional success.

Means of Production

Production facilities, which include production equipment and infrastructure used by XYZ university, can be considered as external factors affecting the performance of educational personnel. Its influence can be felt through various ways that affect the way education personnel carry out their duties. It is important for management to continuously monitor, maintain, and improve production facilities to match technological developments and business needs. Good production facilities can create a conducive work environment for optimal performance of education personnel and help organizations achieve their business goals.

"For example, there are education personnel who work in need of laptop facilities, there may be consideration of funds for procurement, in my opinion this is important so that facilities must be given in accordance with their work needs, can be given in lumpsump according to the specifications needed or can also be through cooperatives if there are financial constraints, because today's humans do not need to be told to buy a laptop, they must already have their own" (**Interview with the Chairman of the Senate for Academic Affairs and Human Resources Experts, Prof. Andreas Budihardjo, Ph.D, on December 19, 2023, at 11.30**)

The level of performance of education personnel is influenced by a combination of internal and external factors that interact with each other. Internal factors, such as motivation, skills, attitudes and ethics as well as nutrition and health play a key role in shaping an individual's ability to perform his or her duties effectively. Internal motivation can provide encouragement for achievement, while the skills and knowledge possessed by education personnel support the execution of tasks well. Work discipline and a positive attitude towards work also create a work environment conducive to optimal performance. On the other hand, external factors such as work environment, management support, career development opportunities, and economic factors also have a significant impact. A supportive work environment, effective management support, and clear development opportunities can increase the motivation and involvement of education personnel. Economic factors, including income levels and social security benefits are also external factors that play a role in motivating education personnel and providing financial stability. All of them, these factors complement each other that affect the level of performance of education personnel at XYZ university.

Scenario Planning to Improve the Performance of Education Personnel at XYZ University

In the post-Covid-19 pandemic period with such rapid changing dynamics, the role of education personnel in the university environment is increasingly crucial to support the development and improvement of education quality. Scenario planning becomes a relevant strategic tool to respond to the complexity of challenges faced by education personnel. By presenting diverse and uncertain future possibilities, scenario planning provides the foundation for adaptive and proactive strategic planning. This study seeks to explore the potential application of scenario planning as a means to improve the performance of education personnel in the XYZ university environment. By detailing possible scenarios, we can understand the implications and preparation needed by education personnel in facing challenges that have not been clearly identified. Hopefully this research can provide valuable insights and make a positive contribution to the development of strategies to improve the performance of education personnel in the context of higher education.

Scenario planning helps universities to identify opportunities, overcome challenges, and develop adaptive strategies. Through this approach, education personnel can be actively involved in designing innovative solutions that are relevant to the development of the educational environment at XYZ university. In this study, several stages were introduced by (Lindgren & Bandhold, 2003) with TAIDA analysis as follows.

Tracking

Tracking is the initial stage needed in building the right scenario that aims to find trends, driving factors and what things make something uncertain that will be taken into consideration in making scenarios (Simanjuntak, 2022). The first step is to identify the problems faced by XYZ university and education staff. This aims to know and understand the existing problems. In this study, the problem or issue that exists from the company and education staff is to find strategies to improve the performance of education personnel after the pandemic Covid-19, where during the pandemic period XYZ University has implemented a working method work from home which starts from March 2020 to August 2022.

Analyzing

After the tracking stage is carried out, the next stage is to conduct an analysis to identify modifiers to determine the scenario. At this stage, identification of factors affecting the performance of education personnel at XYZ university is carried out. Analysis of trends and influential factors is needed to create scenarios. The results of interviews with selected experts and the academic community will be very helpful at this stage where logic is needed that will help the steps of making scenarios and developing them that will become scenario models.

Based on the results of interviews with selected experts and the academic community, it is known that the following points are considered good for improving the performance of education staff at XYZ university:

1) The minimum education level qualification for education personnel is at the undergraduate level (S1).
2) Every education staff must have a work plan and target for the next year, and evaluate their achievements at the end of the current year, so that education personnel have high motivation to achieve the target and will affect the annual bonus assessment.
3) The management of XYZ university provides opportunities for every education staff to improve skills in accordance with their field of work.
4) Instilling CHAIN (Caring, Humility, Achieving, Integrity and Non-Discrimination) characters through regular orientation programs.
5) Availability of lunch for education staff by selected vendors, thus ensuring hygiene and quality of food.

6) A work environment that prioritizes kinship so as to maintain relationships (guyub) and cohesiveness between education staff.
7) Management fulfills the rights of education personnel as employees.
8) Management provides opportunities for achievement both formal and informal to education staff.
9) Income levels and nominal adjustments each year to maintain purchasing power against rising inflation.
10) XYZ University strives to keep up with the development and needs of technology by providing a certain amount of funding allocation to support the performance of education staff.
11) XYZ University strives to provide job support facilities for education staff in accordance with their respective scope of work.

As for the following points to be implemented:

1) Transparent annual bonus calculation, so that every education staff can know and assess between the achievement of work targets and bonuses as the right of education staff.
2) There is information and options for training participation from related divisions (HR) to education personnel who are included in the qualifications.
3) The resumption of appreciation or disciplinary allowances for education personnel who can show discipline that does not exceed the maximum limit in a certain period.
4) With the experience and knowledge that education personnel already have, it is necessary to apply hybrid work methods to more time efficiency and productivity of education personnel performance.
5) Cohesiveness in the work environment is still internal in the division, when education personnel leave their work unit, they do not know anything or even do not want to know about the work processes in other work units.
6) Transparency of information and communication from management to operational units.
7) The use of technology through the system to facilitate routine work, but the lack of information causes implementation to be not optimal and increases the workload of education personnel because in the end there are still many manual processes.

Here are the possible scenarios:

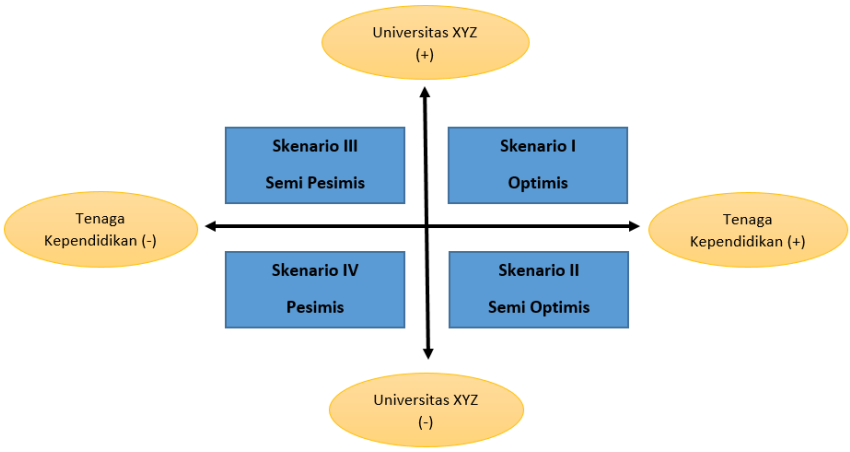


Figure 1. Scenario Matrix

Based on the scenario matrix, there are four scenarios that show possible situations that can occur at XYZ university, so there are several implications for the scenario of improving the performance of XYZ university education personnel in each scenario as follows.

Scenario I, Optimistic (XYZ University facilitates, education staff supports)

The implementation of an optimistic scenario of improving employee performance can bring a significant positive impact if the company succeeds in providing the necessary factors and education personnel wholeheartedly support. The positive implications of this scenario are:

1) High motivation and involvement, support from XYZ university can increase the motivation of education personnel. Education professionals who feel valued and supported tend to be more emotionally involved in their work. This can increase productivity and dedication towards achieving common goals.
2) Work-life balance, facilities that support the well-being of education personnel, such as comfortable workspaces, time flexibility policies, and mental health programs, can help create a better balance

between personal life and career. This balance can have a positive impact on the physical and mental health of education personnel, which in turn supports sustainable performance.

3) Increased skills and productivity, educational factors and achievement opportunities provided by XYZ university can help education personnel to continue to develop their skills. This support can create an environment where education personnel feel encouraged to learn and grow, ultimately increasing their productivity and contribution to XYZ university.
4) Improved attitudes and ethics, education personnel who feel connected to XYZ university, have opportunities to grow, and get constant support tend to be more loyal and have positive attitudes and ethics.
5) The reputation of XYZ university is positive, the implementation of this optimistic scenario can also bring a positive impact on the image and reputation of XYZ university. Satisfied and productive educators tend to be positive advocates for universities, reinforcing attractiveness for potential employees.

It is important to note that the success of this optimistic scenario depends on the real commitment of XYZ university in providing the promised factors and support, as well as the involvement of education personnel to make the best use of it. In addition, XYZ universities need to consistently assess and measure the impact of the implementation of such initiatives to ensure their effectiveness in improving the performance of education personnel.

Scenario II, Semi optimistic (XYZ University does not facilitate, education staff supports)

A semi-optimistic scenario in which employees support performance improvement in the absence of adequate support from the company can have some interesting implications. While this can be considered a positive indication of the internal motivation and commitment of the education personnel to their personal growth and development, there are some considerations and implications to be aware of:

1) If education personnel voluntarily support performance improvement without external support, it shows a high level of motivation and engagement. Education personnel may feel inspired or have strong personal goals to grow, even without formal support from XYZ universities.
2) Education personnel who are proactive in improving their performance can experience significant personal growth and skills development. They may seek self-directed training, read self-improvement materials, or seek mentorship to support the achievement of their goals.
3) Although the support of education personnel for performance improvement is a valuable asset, there is potential for them to face certain obstacles and challenges. Without formal support, they may have difficulty accessing resources or getting needed direction.
4) Differences in the degree of performance improvement may vary among employees, depending on individual abilities and motivations. Formal support from XYZ universities can help create equality of opportunity and ensure that all education professionals get the necessary support.
5) Although education personnel have an intrinsic motivation to improve performance, XYZ universities may consider recognizing and supporting such efforts. There may be opportunities for XYZ universities to provide additional resources, training, or recognition that can strengthen education personnel initiatives.

Collaboration between XYZ university and education personnel in achieving improved performance often produces optimal results. Formal support from universities can increase the potential of education personnel to achieve their goals more efficiently and effectively.

Scenario III, Semi-pessimistic (XYZ University facilitates, education staff does not support)

A semi-pessimistic scenario can have several implications to note:

1) If education personnel do not fully support or receive the support of facilities provided by XYZ university, the level of involvement of education personnel may decrease. Education personnel may be less motivated to utilize facilities or take initiative in improving their performance.
2) There may be a gap between the expectations and the reality of the support facilities provided. If the expectations of education personnel are not met, this can cause dissatisfaction and harm morale.
3) Education personnel who do not support or utilize facilities properly may experience a decrease in productivity and quality of work. This can have a negative impact on the final results of projects or tasks carried out by education personnel.
4) This semi-pessimistic scenario can create uncertainty in the implementation of changes. XYZ University may face challenges in achieving performance improvement goals if education personnel are not fully engaged in the change process.

To address this scenario, it is important to involve education personnel in the planning and implementation of change. Effective communication, involvement in decision-making and providing a clear understanding of the benefits of facilities provided can help overcome potential barriers. In addition, understanding and responding to feedback and providing additional support as needed can be important steps to increase education personnel support for XYZ university initiatives.

Scenario IV, Pessimistic (XYZ University does not facilitate, education staff does not support)

Here are some possible implications for a pessimistic scenario:

1) Decreased motivation, such as uncertainty or dissatisfaction of education personnel, can have a negative impact on motivation and engagement. If education personnel feel uncertain about the direction of XYZ university or feel less supported, this can reduce the level of engagement and morale.
2) The lack of support and facilitation from XYZ universities can have a direct impact on the quality of education personnel performance. There may be a decrease in productivity, an increase in error rates, or a decrease in efficiency in the execution of tasks.
3) The pessimistic scenario can trigger the reluctance of education personnel to remain in XYZ university. If there is no effort to improve conditions or provide needed facilities, then the risk of education personnel turnover rate may increase.
4) Pessimistic conditions can create a stressful and unhealthy work environment. Education personnel who feel unsupported or burdened by organizational uncertainty may experience a decline in psychological and physical well-being.

To address these negative implications, XYZ university needs to take proactive steps to improve facilities, provide necessary support, and build an organizational culture that supports the growth and well-being of its education workforce. Company leaders also need to communicate transparently, provide clear direction, and involve education personnel in the decision-making process to address pessimistic scenarios more effectively.

Imaging

Imaging is the imaging stage. This image will be used as a visual of the company's sustainability. The vision of XYZ University is to be a driving force in the advancement of science, the formation and growth of innovative and superior businesses through education, research and training in the fields of business, social and applied STEM sciences for the progress and welfare of the Indonesian nation. So it is important for XYZ university to ensure that all education personnel have good performance in supporting business goals and university vision. In the context of improving employee performance, the *imaging* stage can involve creating a visual picture of how each scenario can affect various aspects of education personnel performance both individually and in teams. This helps the management team and other stakeholders to gain a deeper understanding of the implications of each scenario and eases in strategic planning.

Deciding

Deciding is a decision-making process in which XYZ University already knows what is best for the organization and is aware of the level of difficulty and risk that occurs in the scenario to be taken. Corrective steps should also be taken to make improvements to the scenario. In the event of a need to propose more concrete steps related to which scenario to choose so that both parties have a positive sense in carrying it out to support the achievement of organizational goals which can be seen in the following table:

Table 1. Strategies to improve the performance of education personnel

Performance Improvement Scenarios	Implication	Strategy
Scenario I, XYZ University facilitates, education personnel support	• Engagement and motivation of education staff to XYZ university increased • Work-life balance that will provide a balance of physical and mental health of education personnel • The skills and productivity of education personnel will increase	• Implementing hybrid work methods to maintain effectiveness and increase the work productivity of education personnel • Set the definition of hybrid work methods permitted by XYZ university so that in necessary or emergency conditions, education personnel are still required to be present in the office (work from office)

	• Loyalty from education staff to XYZ university will increase attitudes and ethics in carrying out work • XYZ University and education staff carry out optimistically the strategy to improve the performance of education personnel	• Make clear and detailed regulations to support the smooth implementation of work, including working hours rules • Optimizing the existing HRM (human resources management) application system so that it can function more optimally and make it easier for users (education staff) to access information that supports work. • Ensuring the capability of education personnel in utilizing technology to support online work • Conduct periodic evaluations related to the implementation of hybrid work methods

Acting

The stage of taking action (acting) in improving employee performance is a crucial step after going through the planning and decision-making process. At this stage, the strategy that has been formulated will be implemented by paying attention to the details of its implementation.

The first stage is to apply the hybrid work method, where this work method is a combination of experience that education staff already have in normal times before the Covid-19 pandemic took place with work from office and during the pandemic, namely by working from home. The two work methods provide new experience and knowledge for education staff to be applied to post-Covid-19 pandemic conditions and are expected to provide time flexibility to each education staff which in turn can increase productivity and performance.

The second stage is to make clear regulations and in accordance with the hybrid work method, in the sense that it is necessary to formulate new regulations and not only force the implementation of existing old regulations to be applied to different conditions and provide socialization to education personnel regarding the definition to the technical implementation of the new work method, so that both from the XYZ university side and education staff it is very clear what is and is not allowed and not Can be done during the hybrid work method. Effective communication about the changes that will occur, the purpose of those changes, and the impact on the education workforce can help create understanding and support.

The third stage that must be done is the optimization of systems related to human resources, in this case the application of HRM (human resource management) because the hybrid work method will change the old habit patterns such as face-to-face between education staff and HR staff, so that with the application of all information needed by education personnel can be accommodated properly through the HRM application, for example, the provision of salary slips which until now still have to be taken directly in the form of hard copies by education staff to the HR department room and for other personnel documents and procedures.

The fourth stage is to ensure that all education personnel have good capabilities in the use of technology, especially related to the communication process and coordination of work which is very likely to be carried out through online means so as not to hamper the coordination process both within divisions and between divisions.

The fifth stage needs to be periodically monitored and evaluated the progress that has been achieved. If any discrepancies or challenges are found, XYZ university can respond immediately with necessary adjustments or changes in strategy. Thus, the acting stage becomes a critical moment to assess the success of performance improvement strategies and adjust them to remain relevant to organizational dynamics and work environments.

CONCLUSION

Research at XYZ University reveals that internal factors like education, motivation, skills, discipline, attitudes, ethics, nutrition, and health, as well as external factors like work environment, management, social security, achievement opportunities, income level, technology, and production facilities, significantly influence the performance of education personnel. These internal and external factors form an ecosystem that shapes the performance of education personnel. XYZ University currently operates in an optimistic scenario, focusing on organizational aspects and implementing hybrid work methods. This approach, supported by clear regulations and HRM applications, strengthens the ability of education staff to perform their job responsibilities, especially online. Experts and the academic community recommend involving education staff in responding to changing conditions, especially during the Covid-19 pandemic.

The hybrid work method has the potential to improve performance, but it is crucial to monitor its impact and adapt to changing conditions. Regular feedback from education personnel can help adjust and improve the implementation of hybrid work methods.

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