

Time Management Effectiveness Toward Employee Stress Level During Pandemic Covid-19

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ABSTRACT: *Several countries in the world have entered the stage of globalization, and more and more human resources are needed to adapt to the modernization process. Therefore, human resources play an essential role in the sustainability of life today and tomorrow. However, all activities are carried out online due to the increasing pandemic. It makes all individuals experience work stress. This study aims to determine the effectiveness of implementing time management on employees during a pandemic on the level of work stress experienced by new and other situations so that adjustments must be made to these circumstances. This study used descriptive research with a quantitative approach. The study results showed that 23.5% experienced mild stress and 76.5% experienced moderate stress, and none experienced severe stress. Therefore, the application of good time management can reduce the level of work stress experienced by respondents. The application of time management is to be effective because it has fulfilled five aspects, namely planning, prioritizing, avoiding multitasking, avoiding things that are not important, and setting time limits.*

KEYWORDS: *Work Stress, Time Management, Covid 19 Pandemic*

INTRODUCTION

Currently, Indonesia and several countries are experiencing a relatively high development phase that has never happened before. The aspects that have changed are technology, socio-culture, economy, health, trade, education, fashion, and so on (Aji, 2020). The development of the times has never been separated from the millennial generation, who can master existing developments and even process them into new things that can be useful for aspects of life in the future (Mensah, 2019). It provides positive aspects in the form of ease of disseminating information, saving time and costs, and creating sophisticated tools that make work easier. The negative aspects are the pervasiveness of foreign cultures without prior screening and sorting, increasing unemployment because it has been replaced with modern technology, lack of socializing, and experiencing addiction to gadgets that can damage eyes and brain function (Sharkey, 2012).

The development of an increasingly advanced era must be balanced with appropriate human resources because human resources play an essential role in the sustainability of life today and tomorrow, especially during this unpredictable pandemic season (Hao, 2020). All are required to be able to deal with it by implementing health protocols. A pandemic situation requires companies to enforce strict health protocols due to the increase in Covid-19 cases, ranging from massive layoffs to

saving each company, dividing work activities into two, namely WFH (work from home) and WFO (work from office) (Tubarad, 2022). The company applies the work concept to reduce the presence of Covid-19 cases. Besides that, another reason is that the company helps its employees to be still able to work in the office to support their assigned work (Rachmawati, 2021). The impact of Covid-19 on the world of work is that many homemakers find it challenging to divide time between accompanying their children to study online and continuing to do their office work online, the more limited activities that can be done, and more spending to support online activities (Yolanda, 2021). It affects work activities that must balance human labor, developing technology, and the ongoing pandemic so that individuals can experience work stress because they cannot balance.

According to Izzati and Mulyana (2019), work stress is a psychological and physical reaction to internal conditions or a change in the environment that is felt to be disturbing and impacts individual work outcomes. Stress at work is crucial because it requires solutions and solutions correctly. In the Indonesian Ministry of Labor Regulation Number 5 of 2018, the sources of work stress are role ambiguity, role conflict, quantitative overload, qualitative overwork, career development, and responsibility towards others. Hayati's research (2019) concluded that the stress factor was caused mainly by responsibility and career development factors. So that they can still cope with the daily work stress they face in the right way. In addition, Julvia's research (2016) concluded that work stress harms employee performance, so if work stress is reduced, it will improve employee performance. Aspects of employee performance are the source of role conflict.

Knowing the source of work stress, the first step that can be done is to measure stress to see the level of stress experienced and to monitor occupational health conditions. The following way to overcome and resolve work stress during a pandemic is to apply good time management to oneself at work (Jackson, 2009; Abi, 2018). According to Nurrahmaniah (2019), time management is the art of managing and utilizing time effectively and efficiently to achieve the desired goals through planning, organizing, mobilizing, and controlling time. Time management at work is essential so that the work completion process can be carried out correctly and does not add to the burden that triggers stress on each employee (Astuti, 2017; Saffira, 2017). Most of the prior work stress and time management studies were conducted before the covid-19 pandemic (Hayati, 2019; Izzati & Mulyana, 2019; Nurrahmaniah, 2019; Julvia, 2016; Fani dan Pawirosumarto, 2017; Effendy dan Fitria, 2019; Indah, 2019). Meanwhile, this study has the objective to determine the effectiveness of implementing time management on employees on the level of work stress during a covid-19 pandemic situation which has created circumstances that never happened before.

METHODS

This study uses descriptive research with a quantitative approach. The research was conducted in the Human Resources & General Division of PT Pelabuhan Indonesia III (Persero) Regional East Java on 34 respondents. The data collection techniques used are: observation, questionnaire distribution and literature study. The measure this questionnaire using a seven-point Likert scale. The Stress Diagnosis Survey (SDS) questionnaire was used to measure the level of job stress in each employee. The statement in this research questionnaire is based on the Regulation of the Indonesian Ministry of Labor Number 5 of 2018 concerning Occupational Safety and Health in the Work Environment.

Table 1 *Likert Scale*

Classifications		Frequency
Never	TP	1
Very Rarely	JS	2
Rarely	J	3
Occasionally	KD	4
Frequently	S	5
Very Frequently	SK	6
Always	SL	7

Source: Indonesian Ministry of Labor Regulation (Permenaker) Number 5 of 2018.

RESULT AND DISCUSSION

The statements made in the questionnaire are based on the Occupational Stress Diagnosis Survey following the Regulation of the Indonesian Ministry of Labor Number 5 of 2008 concerning Occupational Safety and Health in the Work Environment. This questionnaire is designed to determine how various working conditions are a source of stress for a person. These sources are: (a) Role ambiguity, role ambiguity is a situation where workers do not understand and do not have clear information about work; (b) Role conflict is a situation where workers experience conflict between the tasks they receive and the responsibilities they have; (c) Quantitative Excessive Workload is a situation where workers are required to do much work that physically depletes workers; (d) Qualitative Excessive Workload is a condition where the job demands are high but limited by cognitive and technical abilities; (e) Career development is a situation where job uncertainty, excess and lack of promotion in the workplace can trigger stress; (f) Responsibility to others is a situation where excessive responsibility for the safety, health, and job threats of others.

Table 2. Degree of Work Stress

Score	Conclusion
≤ 9	Mild Degree of Stress
10–24	Moderate Degree of Stress
> 24	Severe Degree of Stress

Indonesian Ministry of Labor Regulation (Permenaker) Number 5 of 2018

Table 3. Characteristics of Respondents by Gender

No	Gender	Total	Percentage (%)
1	Male	17	50 %
2	Female	17	50 %
Total		34	100 %

Source: Primary data processing results, 2021

Distribution of respondents' answers regarding role ambiguity

Table 4. Distribution of respondents' answers to the statement "the purpose of my work is not clear"

No	Classifications	Frequency	Percentage
1	Never	10	29,4 %
2	Very Rarely	11	32,4 %
3	Rarely	11	32,4 %
4	Occasionally	2	5,9 %

5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Table 5. Distribution of respondents' answers to the statement "I am not clear to whom to report and who reports to me (do not know how to coordinate in this organization)"

No	Classifications	Frequency	Percentage
1	Never	12	35,3 %
2	Very Rarely	13	38,2 %
3	Rarely	7	20,6 %
4	Occasionally	2	5,9 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Distribution of respondents' answers regarding role conflict

Table 6. Distribution of respondents' answers to the statement "I do unnecessary work"

No	Classifications	Frequency	Percentage
1	Never	12	35,3 %
2	Very Rarely	10	29,4 %
3	Rarely	9	26,5 %
4	Occasionally	2	5,9 %
5	Frequently	0	0 %
6	Very Frequently	1	2,9 %
7	Always	0	0 %

Table 7. Distribution of respondents' answers to the statement "I am in the middle between my superiors and subordinates"

No	Classifications	Frequency	Percentage
1	Never	6	17,6 %
2	Very Rarely	9	26,5 %
3	Rarely	11	32,4 %
4	Occasionally	5	14,7 %
5	Frequently	1	2,9 %
6	Very Frequently	2	5,9 %
7	Always	0	0 %

Table 8. Distribution of respondents' answers to the statement "I receive conflicting requests from one or more respondents"

No	Classifications	Frequency	Percentage
1	Never	7	20,6 %
2	Very Rarely	9	26,5 %
3	Rarely	14	41,2 %
4	Occasionally	4	11,8 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Distribution of respondents' answers regarding quantitative overload

Table 9. Distribution of respondents' answers to the statement "I always bring work every afternoon or weekend in order to catch up on time"

No	Classifications	Frequency	Percentage
1	Never	8	23,5 %
2	Very Rarely	11	32,4 %

3	Rarely	7	20,6 %
4	Occasionally	6	17,6 %
5	Frequently	2	5,9 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Table 10. Distribution of respondents' answers to the statement "I spend too much time on unimportant meetings that take up my time"

No	Classifications	Frequency	Percentage
1	Never	10	29,4 %
2	Very Rarely	13	38,2 %
3	Rarely	8	23,5 %
4	Occasionally	1	2,9 %
5	Frequently	1	2,9 %
6	Very Frequently	1	2,9 %
7	Always	0	0 %

Table 11. Distribution of respondents' answers to the statement "I feel that I do not have time for periodic breaks"

No	Classifications	Frequency	Percentage
1	Never	8	23,5 %
2	Very Rarely	12	35,3 %
3	Rarely	13	38,2 %
4	Occasionally	1	2,9 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Distribution of respondents' answers regarding qualitative overload.

Table 12 Distribution of respondents' answers to the statement "the demands regarding the quality of work on me are too excessive"

No	Classifications	Frequency	Percentage
1	Never	12	35,3 %
2	Very Rarely	5	14,7 %
3	Rarely	8	23,5 %
4	Occasionally	6	17,6 %
5	Frequently	3	8,8 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Table 13. Distribution of respondents' answers to the statement "the job given to me is too difficult and/or too complex"

No	Classifications	Frequency	Percentage
1	Never	10	29,4 %
2	Very Rarely	8	23,5 %
3	Rarely	10	29,4 %
4	Occasionally	5	14,7 %
5	Frequently	1	2,9 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Distribution of respondents' answers regarding career development

Table 14. Distribution of respondents' answers to the statement "I do not have the opportunity to develop myself in this organization"

No	Classifications	Frequency	Percentage
1	Never	9	26,5 %
2	Very Rarely	8	23,5 %
3	Rarely	13	38,2 %
4	Occasionally	3	8,8 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	1	2,9 %

Table 15. Distribution of respondents' answers to the statement "if I want to be promoted (position), I have to look for work in another work unit"

No	Classifications	Frequency	Percentage
1	Never	8	23,5 %
2	Very Rarely	8	23,5 %
3	Rarely	13	38,2 %
4	Occasionally	5	14,7 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	0	0 %

Table 16 Distribution of respondents' answers to the statement "I have little opportunity to develop and learn new knowledge and skills in my work"

No	Classifications	Frequency	Percentage
1	Never	10	29,4 %
2	Very Rarely	4	11,8 %
3	Rarely	19	55,9 %
4	Occasionally	0	0 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	1	2,9 %

*Distribution of respondents' answers regarding responsibilities to other respondents***Table 17. Distribution of respondents' answers to the statement "I am responsible for the development of other employees"**

No	Classifications	Frequency	Percentage
1	Never	6	17,6 %
2	Very Rarely	14	41,2 %
3	Rarely	8	23,5 %
4	Occasionally	2	5,9 %
5	Frequently	3	8,8 %
6	Very Frequently	0	0 %
7	Always	1	2,9 %

Table 18. Distribution of respondents' answers to the statement "I am responsible for guiding and/or helping my subordinates solve the problem"

No	Classifications	Frequency	Percentage
1	Never	8	23,5 %
2	Very Rarely	9	26,5 %
3	Rarely	10	29,4 %
4	Occasionally	6	17,6 %
5	Frequently	0	0 %
6	Very Frequently	0	0 %
7	Always	1	2,9 %

Table 19. Distribution of respondents' answers to the statement "I act or make decisions that affect the safety and welfare of other respondents"

No	Classifications	Frequency	Percentage
1	Never	7	20,6 %
2	Very Rarely	9	26,5 %
3	Rarely	13	38,2 %
4	Occasionally	2	5,9 %
5	Frequently	3	8,8 %
6	Very Frequently	0	0 %
7	Always	0	0 %

This study examines the effectiveness of time management on employees' work stress levels. In the world of work, the WFH or Work from Home system is implemented, which positively impacts flexibility in doing work, reducing transportation costs, and increasing closeness to family. In addition, the negative impact that each worker will experience is that the communication relationship with co-workers is not smooth, data security is doubtful, and stress from work demands. This policy, which helps reduce the spread of Covid-19 cases, has created new problems experienced by employees, namely work stress. Work stress is the body's reaction in dealing with a tense situation so that it is not balanced between psychic and physical and affects a person's condition, way of thinking, and emotions.

Job stress can be measured by the Stress Diagnosis Survey (SDS). At PT Pelabuhan Indonesia III (Persero) East Java, the Human Resources & General Division, consisting of 34 respondents, showed that eight respondents or 23.5% experienced mild stress, 26 respondents, or 76.5%, experienced moderate stress, and none experienced moderate stress. The risk of work stress that respondents will experience has been explained in the Regulation of the Minister of Manpower of the Republic of Indonesia Number 5 of 2018 concerning Occupational Safety and Health in the Work Environment categorizing three degrees of work stress risk, namely: (a) Mild Work Stress Risk. This risk does not damage the physiological aspects of a person. The physiological aspects experienced by respondents are fatigue at work, such as tiredness from staring at a computer screen continuously, fatigue in the spine, and fatigue in the brain due to much workload. The risk of mild work stress will become a severe problem if appropriate control measures are not taken immediately; (b) Moderate Work Stress Risk. This risk occurs longer so that the impact of physical and psychological symptoms can be seen. This risk occurs when light work stress cannot be handled so that the increase in stress levels increases. Responses to moderate stress are digestive disorders, sleep patterns, concentration power, and decreased memory; (c) Risk of Heavy Work Stress. This chronic risk can pose significant risks at work in work accidents or occupational diseases. This risk has passed two levels below it that occur for weeks or even months. The response to this stress is severe indigestion, shortness of breath, tremors, and feelings of anxiety.

The urgency that must be considered in the problems above is that employees in the division experience low and moderate levels of work stress, so they can still be controlled correctly. According to Effendy and Fitria (2019), prolonged stress will affect a person's physical, emotional, and mental conditions to become more severe. So, each respondent must have the knowledge and ability to deal with stress. The result of this study can be used to reduce the stress level experienced by workers during the covid 19 pandemic. Under this condition, many workers have not understood how to deal

with a pandemic while working, causing work stress. A solution that can be offered is to apply time management to every worker.

The application of time management to reduce stress has been proven in Indah's research (2019), which explains three patterns in dealing with stress: (a) Healthy Patterns. Can manage time and busyness in a good and orderly way so that there is no need to feel that something is pressing, even though there are many challenges and pressures; (b) Harmonic Pattern. Able to deal with stress with the ability to manage time and activities harmoniously and not cause various obstacles. This pattern is made by controlling various activities and challenges by managing time regularly. (c) Pathological Pattern. Able to deal with stress that affects various physical and socio-psychological disorders. This method can cause dangerous reactions because it can cause various bad problems.

According to Dierdorff (2020), time management is a decision-making process that structures, protects, and adapts one's time to changing environmental conditions. The existence of time management can provide the possibility for everyone to complete more work in a shorter time. Failure to manage time will result in unfinished work, causing stress and delaying the career opportunities one wants. Individuals can implement time management well in limited time and under high pressure. In managing good time management in the workplace, it is necessary to pay attention to five aspects: (a) Planning. Planning is vital in time management because the initial stage is to see how much work there is and the time required. In planning a job, a detailed list of jobs is needed to make it easier to analyze the work. Planning can be done at the end of each work and re-check when going to work. To minimize low memory in doing work, record the work plan on a calendar (Chase et al., 2012); (b) Priority. After carrying out the planning aspect, it is continued by prioritizing the list of jobs that have been made. This aspect is the key to success in time management. This aspect helps provide awareness that every work is not essential to be postponed in advance. In this aspect, everyone is asked to find out which tasks are essential and urgent to be prioritized; so that everyone can focus on the goals being carried out (Chase et al., 2012). According to Dierdorff, avoid the "urgency effect." Urgency and importance are related but distinct concepts; Urgent tasks require immediate action, while essential tasks have more significant and long-term consequences. Urgent and vital tasks must be completed first. (c) Avoid multitasking. Multitasking is an activity that spends much time even doing many things.

However, the task does not achieve because the employees' focus is divided into many things. The best way is to make the best use of time by taking one time to complete one job and then moving on to the next. This aspect helps minimize errors in work. In addition, it is necessary to delegate tasks if it is included in the type of work that is urgent but not important. Delegation of this task is needed in a team that can help each other achieve joint work (Margulius, 2009); (d) Avoiding unimportant things. In this aspect, everyone is asked to learn what things are distracting at work. If social media and cell phones hinder productivity, set the right time to unlock the phone. In addition, eliminate work activities that are not important not to cause stress (Margulius, 2009); (e) Set time limits. Setting time limits in completing work will make it more focused and efficient so that time management can run smoothly. The need for rest between work should be given in this aspect. This break is done to clear in mind and can take a short nap, exercise at work, take a short walk, or listen to music. One can use time management tools such as outlook to remind work (Dierdorff, 2020).

The results of this study propose that workers should be able to control their time at work. Consequently, workers must understand the priority scale to produce better and more precise work.

Poor time management leads to poor workflow, wasted time, loss of self-control, poor quality of work, poor reputation, and higher stress levels; so, the solution to implementing good time management will reduce the level of work stress on each employee in the HR & General division, especially those who experience moderate work stress. PT Pelabuhan Indonesia III (Persero) has conducted webinars related to maintaining mental health during the pandemic. This webinar is expected to motivate employees to maintain mental health due to work demands and environmental adaptation during the pandemic. In addition, it is also necessary to hold a webinar on managing good time management so that all workers in the company can make it happen.

Further research can be based on the understanding that the WFH system helps reduce the spread of Covid-19 cases. This system raises new problems experienced by employees, namely work stress. The urgency that must be considered in the problems above is that employees in the division experience work stress with low and moderate levels, so they can still be controlled in the right way. The existence of time management can provide the possibility for everyone to complete more work in a shorter period. Failure to manage time will result in unfinished work, causing stress and a barrier to career promotion. In a limited time and under high pressure, an individual can conduct good time management. The variable of company readiness in work safety and health can be added to further research where these two factors are an inseparable part of company policies that must be completed.

CONCLUSION

This study uses a Stress Diagnosis Survey (SDS) questionnaire to obtain data on the level of work stress experienced by employees. Based on the data from the questionnaire results, the level of work stress in the office, which 34 respondents have filled out from the HR & General division, shows that eight people, or 23.5%, experience mild stress, 26 people, or 76.5% experience moderate stress, and no stress. Some are under much stress. The application of good time management can reduce the level of work stress experienced by respondents. The application of time management is said to be effective because it has fulfilled 5 (five) aspects, namely planning, prioritizing, avoiding multitasking, avoiding things that are not important, and setting time limits. To overcome the work stress suffered by each employee, the company should hold a webinar related to implementing good time management so that employees can immediately implement it and the company has facilities to consult problems at work. On the other hand, employees are expected to be able to apply time management and consult their problems with their superiors.

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