

PUBLISH MANEGIO 906 HAL 24-32.pdf

by Seffianidwiazmi@gmail.com 1

Submission date: 27-Dec-2024 07:11PM (UTC+0300)

Submission ID: 2529477157

File name: PUBLISH_MANEGIO_906_HAL_24-32.pdf (270.4K)

Word count: 4452

Character count: 25512

The Effect of Hybrid Working on Employee Productivity and Life Balance: A Human Resource Management Perspective

Berlianingsih Kusumawati

Institut Teknologi & Bisnis Ahmad Dahlan Jakarta, Indonesia

E-mail : berlianingsihkusuma@gmail.com

Inputted : November 20, 2024
Accepted : December 17, 2024

Revised : November 30, 2024
Published : December 27, 2024

ABSTRACT

The purpose of this study is to analyze how the implementation of a hybrid work model affects employee productivity and work-life balance in the context of human resource management. This study aims to explore the benefits and challenges experienced by employees who work with a hybrid system, as well as its impact on their well-being. To achieve this goal, the study uses the Systematic Literature Review (SLR) method by analyzing various related literature relevant to this topic. Based on the literature review conducted, it was found that hybrid working can increase productivity through flexibility of time and work space, but also has the potential to cause challenges in terms of work-life balance. The method used in this study is the Systematic Literature Review (SLR) approach, which is carried out by filtering scientific articles from various academic databases such as Google Scholar, JSTOR, and ScienceDirect. The results of this study indicate that hybrid working plays an important role in increasing job satisfaction and reducing work stress in most employees, although there are differences in its implementation between industrial sectors. Therefore, this study suggests the need for more flexible policies in the implementation of hybrid working in order to provide optimal impacts on employee productivity and work-life balance.

Keywords: Hybrid Working, Productivity, Life Balance

INTRODUCTION

The COVID-19 pandemic that hit the world in 2020 has brought significant changes in the way organizations and employees work (Asbary et al. 2020). One of the biggest transformations is the shift to a remote working model, which later evolved into a hybrid working model. Before the pandemic, most work was done directly in the office, with the physical presence of employees as the main thing (Abdillah, et al. 2020). However, when social restrictions were imposed and lockdowns occurred in various countries, many companies were forced to adopt a remote working model to maintain the continuity of their operations. Hybrid working is a work model that combines the flexibility of working in the office and working from home, allowing employees to choose between working in different locations according to their needs. In the context of human resource management (HRM), hybrid working raises new challenges in employee management, including flexible work schedules, monitoring productivity, and maintaining a healthy work-life balance (Kodrat, DS 2024).

However, although the remote working model offers several significant advantages, such as reducing time wasted on commuting to the office, which can certainly increase employee efficiency and productivity, and provide greater flexibility in



Creative Commons Attribution-ShareAlike 4.0 International License:
<https://creativecommons.org/licenses/by-sa/4.0/>

managing personal and work life simultaneously, this model also comes with a number of challenges that need to be taken seriously (Wibowo, A. 2023). One of the main challenges that arises is the reduction in social interaction that usually occurs in the office, where face-to-face meetings that usually take place between colleagues, both in formal meetings and informal interactions, are limited or even completely lost. This can affect the collaboration process that occurs between teams, where the exchange of ideas, more effective communication, and direct problem solving can be hampered. Furthermore, this lack of social interaction can also cause some employees to feel emotionally isolated, reducing their sense of connection to the team or even to the organization as a whole, which in turn can contribute to lower levels of motivation and job satisfaction. This social isolation often leads to feelings of loneliness and a lack of belonging to the company, which can ultimately worsen employee retention rates and increase turnover rates (Parlindungan, DR 2022).

On the other hand, another challenge that companies also need to face is the difficulty in monitoring employee performance directly when they work outside the office. Without regular physical supervision, many companies are worried about how to ensure that employees remain productive and meet predetermined targets or deadlines, as well as maintaining consistent work quality standards. This difficulty can also exacerbate concerns about transparency and accountability, which are often issues in managing the performance of remote teams (Siddiqi, MZ 2024). Although technology can provide tools to measure productivity, such as project management software and time tracking applications, some companies feel that this is not enough to replace the direct supervision they are used to in an office environment. In addition, not all employees are comfortable with closer supervision, and this can reduce the level of trust between employees and management, which can ultimately reduce morale and innovation within the team (Gunawan, et al. 2023). In other words, although technology can help monitor work, the limitations in direct supervision are often a barrier to ensuring that productivity is maintained according to company expectations. Therefore, companies need to adapt performance management methods and create a culture that supports trust and autonomy, while ensuring that goals and expectations remain clear to all employees (Solekha, FR 2021).

This phenomenon not only affects the way organizations operate, but also has a direct impact on employee productivity and well-being. In some cases, employees report increased job satisfaction due to the flexibility of time they get, but on the other hand, there are also those who find it difficult to separate work time and personal time. Therefore, it is important for HR management to understand how the implementation of hybrid working can affect employee performance and well-being, as well as the strategies that can be adopted to maximize the benefits of this model (Dwipa, M. 2023).

One of the main factors that influence productivity in hybrid work is the flexibility provided to employees. With the freedom to choose where and when to work, employees can adjust their working hours to their personal rhythm and preferences. Previous studies have shown that employees who have more control over their work environment tend to feel more engaged and motivated, which can lead to increased productivity. However, on the other hand, too much freedom can cause coordination and communication problems in teams working in a hybrid manner (Sofyan, P., & Elmi, F. 2024). Work-life balance is another issue that often arises in discussions about hybrid working. Although this work model offers greater flexibility, employees often face challenges in demarcating their work and personal time. Without clear boundaries, employees may feel trapped in a continuous work pattern, which can have a negative impact on their mental and physical health. Therefore, it is important to explore how

hybrid working policies can help employees achieve a healthy work-life balance (Jusdijachlan, 2024).

On the other hand, organizations need to ensure that adequate technology and infrastructure are in place to support a hybrid work model. Access to effective communication and collaboration platforms, as well as adequate project management tools, is crucial to maintaining employee productivity and engagement. Organizations that fail to address these aspects may face difficulties in ensuring smooth operations and coordination across teams working from different locations. Employees working in a hybrid environment also face challenges in terms of social isolation (Halik, A. 2022). Despite the flexibility of working from home, many feel less connected to their coworkers and the team as a whole. This social isolation can lower motivation and engagement, which ultimately affects their performance. Therefore, it is important for organizations to create space for social interaction and collaboration, even in a distributed work environment.

Another challenge often faced by employees who work hybridly is more efficient time management. When working from home, distractions from the surrounding environment are often greater, which can interfere with concentration and focus. HR management needs to provide training and support to help employees manage their time better, so that they can remain productive even when working from home (Herliana, et al. 2023). In addition, it is also important to understand how differences in organizational culture can affect the effectiveness of the hybrid working model. In some organizations, a more traditional work culture that focuses on physical presence in the office may have difficulty in fully adopting a hybrid system. Therefore, changes in organizational culture that support flexibility and measurable results need to be made to support the success of this work model (Rositasari, L., & Dudiya, N. 2021).

From an HR management perspective, it is important to consider these aspects in designing a hybrid working policy that can benefit both parties: employees and the organization. Inappropriate policies can affect employee productivity and well-being, while effective policies can create a healthier and more productive work environment. Therefore, this study aims to explore the impact of the hybrid work model on employee productivity and work-life balance, and provide recommendations for HR management in managing this change.

METHOD

This study uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize relevant studies on the impact of hybrid working on employee productivity and work-life balance. The SLR process begins with a literature search through academic databases including Google Scholar, JSTOR, and ScienceDirect. (Utami, VH 2023). The selected articles have strict relevance criteria and include research published in the last five years. Only articles that are relevant to the research topic and that meet academic quality standards are included in the analysis. SLR is conducted to reduce bias in literature selection and ensure that conclusions drawn are based on strong and reliable evidence. Each selected article is critically analyzed to identify key findings related to the impact of hybrid working on employee productivity and work-life balance. The results of this literature analysis are expected to provide deeper insight into the impact of the hybrid work model in the context of human resource management.

RESULTS AND DISCUSSION

The results of this study indicate that hybrid working can have a positive effect on employee productivity. Many studies have found that employees who are given flexibility

in working tend to feel more motivated and engaged in their work. This flexibility gives employees the opportunity to manage their own time, which allows them to work more efficiently and with lower stress levels. However, this also raises new challenges related to performance monitoring and achieving clear goals (Muktamar, et al. 2024). The hybrid working model, which combines office and remote work, has become one of the main trends in the modern workplace. The implementation of this model has a significant impact on employee productivity, which can vary depending on how the model is implemented and how employees manage it. In general, the effect of hybrid working on employee productivity can be seen from several main factors that support or hinder their performance.

Increased Flexibility and Better Time Management

One of the main reasons why many employees report increased productivity in a hybrid model is the flexibility it provides. By working from home or another location, employees can set their own schedules and adjust their work hours to suit their personal circumstances or individual preferences. They can choose when they are most productive to complete certain tasks, such as working on high-concentration work in the morning or completing collaborative work in the afternoon when other team members are available (Masrur, W., & Manafe, LA 2024). Employees can also reduce the time they spend commuting, which can often take up hours each day. Without having to travel to the office, they can use the time they would have spent commuting to work longer or more productively. Not only does this increase productivity, it also gives employees the opportunity to have more time for themselves, which can have a positive impact on their overall well-being.

Increased Focus and Reduced Distractions

Working from home or a quieter space can help employees focus better on their tasks. In the office, employees are often affected by social distractions such as conversations between colleagues, impromptu meetings, or issues related to the physical environment of the office. In a hybrid setting, many employees feel more able to customize their work environment to suit their personal needs, such as choosing a quieter space or reducing external distractions. In doing so, they can increase their concentration levels and complete their work more efficiently. Additionally, flexible work arrangements allow employees to avoid the fatigue or stress that can be caused by working in a busy office environment. A more comfortable home environment, if managed well, can increase energy and make employees more ready to perform well (Latifahsari, P. 2023).

Challenges in Maintaining Discipline and Time Limits

However, while flexibility is a huge advantage, the hybrid model can also create challenges in terms of self-discipline and separation between work and personal life. Without a clear separation between work and personal space, employees may find it difficult to determine when they should stop working and when they can take a break. This can lead to work that drags on until late at night or even a tendency to work on weekends, which ultimately impacts their quality of life and stress levels (Salsabila, F. 2022). If employees do not have a clear time structure or certain boundaries for their work, productivity can decrease, especially when they feel exhausted or stressed from continuing to work without adequate rest. Therefore, it is important for employees to be able to set clear boundaries between their work and personal life to maintain a healthy balance.

The Impact of Hybrid Working on Work-Life Balance

Hybrid working, which allows employees to work both in the office and from home, has had a significant impact on work-life balance. The flexibility offered by this model is one of the biggest advantages, allowing employees to manage their time more freely and adjust working hours to their personal needs. For example, employees can choose to work from home on certain days, allowing them to take care of family responsibilities or other personal activities without having to sacrifice work. In addition, reducing travel time between home and the office also provides more time for rest or personal activities, which contributes to physical and mental well-being. Employees who have the flexibility to choose where and when to work tend to report improvements in work-life balance, which in turn can increase overall job satisfaction (Anisah, A. 2024).

However, while this flexibility offers many benefits, the hybrid model also brings its own challenges, especially when it comes to separating work and personal time. Working from home often makes it difficult for employees to draw clear boundaries between the two. Without a separate office space, work and personal life can mix, making employees feel constantly connected to work. This can lead to overwork, where employees feel the need to continue working even after official working hours. This lack of separation can also lead to mental exhaustion, as employees do not get enough time to truly rest and detach from the pressures of work. Therefore, it is important for employees to set clear boundaries and maintain self-discipline so that work-life balance can be maintained properly.

On the other hand, hybrid working provides an opportunity to increase engagement in family life and social activities. Employees who work from home often have more time to interact with their families, which can strengthen emotional bonds and increase their personal satisfaction. In addition, they can also more easily arrange time for recreational activities or sports, which support physical and mental well-being. This can be a positive aspect that improves overall quality of life. However, on the other hand, this hybrid model can also create feelings of social isolation for some employees, especially if they do not have the opportunity to interact directly with colleagues or superiors in the office. This limited face-to-face interaction can reduce the sense of connectedness and worsen mental well-being, especially for those who are used to an active social life in the office environment (Setyarini, E., & Indriati, F. 2022).

Another challenge faced by employees is how they manage their time and maintain a healthy routine. The hybrid working model relies heavily on employees' ability to manage their time well. Without the clear structure that is usually present in the office, employees need to be more disciplined in managing their working hours and breaks. Employees who are unable to set clear boundaries between work and personal time may find themselves trapped in unhealthy work patterns, such as working late at night or on weekends. This can certainly disrupt their work-life balance and cause ongoing stress. Therefore, effective time management is essential to maintaining a work-life balance in a hybrid working arrangement.

Management also plays a vital role in creating a work-life balance culture. Organizations should ensure that employees have adequate support to maintain their well-being, both physically and mentally. This can include providing resources such as mental health support programs, stress management training, or policies that allow for work flexibility without compromising individual well-being. In addition, companies should encourage employees to set clear boundaries between their work and personal lives, and give them the freedom to manage their time according to their personal needs. With clear policies and the right support, employees can more easily manage their work-

life balance in a hybrid setting, which in turn can increase their satisfaction and productivity.

Overall, although hybrid working offers many advantages in terms of flexibility and work-life balance, this model also presents challenges that need to be managed wisely. Without good time management and self-discipline, and without proper support from the company, employees' work-life balance can be disrupted. Therefore, both companies and employees need to collaborate to create a work environment that supports long-term well-being and productivity. In addition, the hybrid work model can also improve employee well-being. By working from home, employees can save time that is usually spent on commuting, which can then be used for useful personal activities. Other studies have shown that employees who work hybridly experience improved work-life balance because they can more easily manage their time between work and personal life. However, on the other hand, some employees report difficulty in separating their work and personal space, which can lead to stress and burnout (Asmawati, 2024).

From an HR management perspective, implementing hybrid working requires clear policies to set work expectations and ensure that employee productivity is maintained. Organizations that successfully implement this model are those that are able to provide employee training in time management and the use of technology that supports remote collaboration. Clear policies and proper training help employees to work more focused and efficiently, even though they are in different locations. In addition, effective communication is key in a hybrid working model. Without smooth communication, employees who work remotely can feel isolated and lose their sense of connection to the team and organization. Therefore, companies need to ensure that there is an open and transparent communication system, which allows employees to remain engaged and appreciated. Another positive impact of hybrid working is increased job satisfaction. Employees who feel they have more control over how they work are more likely to feel satisfied with their jobs, which leads to higher productivity. However, not all employees feel the same positive impact. Some employees who are not used to flexible working arrangements have difficulty adapting, which can potentially reduce their productivity. An effective hybrid working policy requires a flexible yet structured arrangement. Therefore, it is important for HR managers to ensure that each employee has a clear understanding of their responsibilities, even though they are working in different environments. This way, productivity is maintained without sacrificing employee well-being. A better work-life balance can also be achieved through the implementation of a hybrid working model supported by the organization. However, achieving this balance depends largely on how the company supports employees in utilizing flexible working hours wisely. Policies that provide psychological and social support to employees can help them overcome the challenges that arise from working from home or the office.

CONCLUSION

Hybrid working has a positive impact on employee productivity and work-life balance, but its implementation requires the right policies and ongoing support from Human Resources (HR) management. The hybrid work model offers great flexibility, allowing employees to set their own time and place of work, which in turn can increase job satisfaction and personal well-being. This flexibility provides employees with the opportunity to more easily balance work with their personal lives, for example by reducing the time spent commuting which previously took a lot of energy and time, or by giving them more control over the time spent on work tasks. As a result, employees tend to feel more satisfied and motivated to work more productively. However, although

hybrid working offers many advantages, for this model to provide optimal results, organizations need to ensure that its implementation is supported by clear and effective policies. Without the right policies, the hybrid model can cause confusion or even decrease productivity. One of the main challenges is ensuring that employees have a clear structure in their work. While flexibility is important, employees also need to have an organized framework to ensure that work goals are achieved and performance is maintained. Without a clear structure, employees may feel disoriented or have difficulty managing their time, which can reduce efficiency and productivity. In addition, policies that support employee well-being are essential to the success of the hybrid model. Employees who feel that their well-being is taken care of by the company are more likely to feel motivated and committed to their work. Therefore, companies should provide adequate resources, such as mental health support programs, physical well-being facilities, and training for stress management. Policies that provide a balance between flexibility and clear boundaries in working hours are also important to prevent overwork or burnout due to employees' inability to separate work from their personal lives. Good time management is also an important aspect in maintaining a healthy work-life balance. Employees need to be provided with tools and training that help them manage their work time more effectively, such as project management tools or time management techniques. HR management also needs to continuously monitor and evaluate the implementation of these policies to ensure that the policies in place not only support flexibility but also maintain optimal performance and high productivity. Overall, the success of implementing a hybrid model depends heavily on policies that balance flexibility, structure, and support for employee well-being. With the right approach, the hybrid model can provide significant benefits for both employee well-being and organizational productivity.

BIBLIOGRAPHY

- Abdillah, L. A., Alwi, M., Simarmata, J., Bisyrri, M., Nasrullah, N., Asmeati, A., ... & Affandy, N. A. (2020). Aplikasi Teknologi Informasi: Konsep dan Penerapan. <https://repository.unifa.ac.id/id/eprint/155/1/FullBook%20Aplikasi%20TI.pdf>
- Anisah, A. (2024). Hybrid Work Sebagai Katalis: Mengoptimalkan Perilaku Inovatif Untuk Meningkatkan Kinerja Organisasi. *J-MAS (Jurnal Manajemen dan Sains)*, 9(2), 1608-1614. <http://dx.doi.org/10.33087/jmas.v9i2.2084>
- Asbari, M., Novitasari, D., Gazali, G., Silitonga, N., & Pebrina, E. T. (2020). Analisis Kesiapan untuk Berubah di Masa Pandemi Covid-19: Studi Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan. *Jurnal Perspektif*, 18(2), 147-159. <https://ejournal.bsi.ac.id/ejournal/index.php/perspektif/article/view/8576>
- Asmawati, F., Dinar, K. L., Sundari, S., & Pakpahan, M. (2024). Tantangan Dan Strategi Manajemen Sumber Daya Manusia Dalam Menghadapi Fenomena Great Resignation. *Jurnal Cakrawala Akademika*, 1(3), 987-1006. <https://jurnalpustakacendekia.com/index.php/jca/article/view/117>
- Dwipa, M. (2023). work from home dan work life balance dalam mempengaruhi kepuasan kerja untuk meningkatkan kinerja karyawan (Doctoral dissertation, Manajemen Sumber Daya Manusia). <https://repository.unja.ac.id/46213/>
- Gunawan, A., Munir, M., Wibisono, Y., & Furqon, C. (2023). Sistem Informasi Manajemen Terkini: Meningkatkan Efisiensi dengan Kecerdasan Buatan. <http://repository.unas.ac.id/9075/1/Sistem%20Informasi%20Manajemen%20Terkini%20-%20Meningkatkan%20Efisiensi%20dengan%20Kecerdasan%20Buatan.pdf>

- Halik, A. (2022). Manajemen Strategi Organisasi Pendidikan Di Era Digital: Tantangan Dan Peluang. *Jurnal Al-Tabyin*, 2(1). <http://jurnal.umpar.ac.id/index.php/al-tabyin/article/view/3297>
- Herliana, G., Herdiansyah, G. A. K., & Adriana, E. (2023). Implementasi Work From Home Dan Dampaknya Terhadap Kinerja Karyawan. *Journal of Business And Entrepreneurship*, 11(1), 48-58. <https://doi.org/10.46273/job.v11i1.367>
- Jusdijachlan, R., Jati, P., Siswadhi, H. F., & Sinulingga, G. (2024). *MSDM: Pengantar dan Penerapannya*. PT. Sonpedia Publishing Indonesia.
- Kodrat, D. S. (2024). *Manajemen Sumber Daya Manusia Di Era Digital: Pendekatan Praktis Dan Teoritis*. Zifatama Jawa.
- Latifahsari, P. (2023). *Pengaruh Lingkungan Kerja Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan PT. AGUNG AUTOMALL JAMBI* (Doctoral dissertation, Universitas BATANGHARI Jambi). <http://repository.unbari.ac.id/2822/>
- Masrur, W., & Manafe, L. A. (2024). Persepsi Karyawan Generasi Z di Mars Learning Center terhadap Fleksibilitas Kerja Hybrid. *YUME: Journal of Management*, 7(2), 994-1004. <https://www.journal.stieamkop.ac.id/index.php/yume/article/view/6956>
- Muktamar, A., Saputra, A., Zali, M., & Ugi, N. B. (2024). Mengungkap Peran Vital Kepemimpinan dalam Manajemen SDM: Produktivitas, Kepuasan Kerja, dan Retensi Tenaga Kerja yang Berkualitas. *Journal of International Multidisciplinary Research*, 2(2), 9-19. <https://journal.banjaresepacific.com/index.php/jimr/article/view/272>
- Parlindungan, D. R. (2022). Fungsi Komunikasi Organisasi Dalam Penerapan Wfh Pada Karyawan Swasta Selama Pandemi Covid-19. *WACANA: Jurnal Ilmiah Ilmu Komunikasi*, 21(1), 50-64. <https://doi.org/10.32509/wacana.v21i1.1727>
- Rositasari, L., & Dudija, N. (2021). Perubahan Budaya Kerja Di Instansi Pemerintahan Daerah Kabupaten Cilacap Pada Masa Pandemi Covid-19. *eProceedings of Management*, 8(5). <https://openlibrarypublications.telkomuniversity.ac.id/index.php/management/article/view/16046>
- Salsabila, F. (2022). *Pengaruh Kerja Dari Rumah (Wfh) Terhadap Efektivitas Pegawai Selama Pandemi Covid-19 Di Dinas Koperasi & Usaha Mikro Kota Semarang* (Doctoral dissertation, Universitas Islam Sultan Agung Semarang). <https://repository.unissula.ac.id/27212/>
- Setyarini, E., & Indriati, F. (2022). Mewujudkan Proactive Work Behaviour dalam Implementasi Flexible Working Arrangement Pasca Pandemi Covid-19. *Perspektif*, 11(2), 632-642. <https://ojs.uma.ac.id/index.php/perspektif/article/view/6064>
- Siddiqi, M. Z. (2024). Optimalisasi Sop Dan Disiplin Kerja Guna Meningkatkan Kinerja Karyawan Pt. Mitra Usaha Bahari (Doctoral dissertation, Universitas Islam Sultan Agung Semarang). <https://repository.unissula.ac.id/33692/>
- Sofyan, P., & Elmi, F. (2024). Pengaruh Fleksibilitas Kerja dan Work Life Balance dengan Pelatihan Kerja Sebagai Variabel Moderasi terhadap Kepuasan Kerja Konsultan di DKI Jakarta. *Jurnal Akuntansi, Manajemen, dan Perencanaan Kebijakan*, 2(1), 21-21. <https://doi.org/10.47134/jampk.v2i1.416>
- Solekha, F. R. (2021). Sistem Manajemen Sumber Daya Manusia Perum Perhutani Kph Jombang. <https://repository.stiedewantara.ac.id/2738/1/LAPORAN%20KKM%20%28Farrah%20Roziatus%20Solekha%201861091%29.pdf>
- Utami, V. H. (2023). *Model Kerja Hybrid: Sejarah, Tantangan dan Prospek* (Doctoral dissertation, Universitas Islam Sultan Agung Semarang). <https://repository.unissula.ac.id/28364/>

Wibowo, A. (2023). Internet of Things (IoT) dalam Ekonomi dan Bisnis Digital. *Penerbit Yayasan Prima Agus Teknik*, 1-94.

ORIGINALITY REPORT

11%

SIMILARITY INDEX

8%

INTERNET SOURCES

3%

PUBLICATIONS

5%

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to Liverpool John Moores University

Student Paper

2%

2

fastercapital.com

Internet Source

2%

3

Lesley Ann Atilano-Tang, Mary Grace Antonio-Torres. "Optimizing government services through alternative work arrangements: Evidence from the Department of Tourism in Zamboanga Peninsula, Philippines", Open Science Framework, 2023

Publication

1%

4

www.coursehero.com

Internet Source

1%

5

Submitted to University College for the Creative Arts at Canterbury, Epsom, Farnham, Maidstone and Rochester

Student Paper

1%

6

nawalaeducation.com

Internet Source

1%

7	www.fastercapital.com Internet Source	1 %
8	jesocin.com Internet Source	<1 %
9	dspace.uowm.gr Internet Source	<1 %
10	ejournal.polbeng.ac.id Internet Source	<1 %
11	Submitted to Mancosa Student Paper	<1 %
12	eprints.stiebankbpdjateng.ac.id Internet Source	<1 %
13	ejournal.unma.ac.id Internet Source	<1 %
14	international.areaai.or.id Internet Source	<1 %
15	www.humanresourcesonline.net Internet Source	<1 %
16	jurnal.feb-umi.id Internet Source	<1 %
17	ojs.sampoernauniversity.ac.id Internet Source	<1 %
18	www.oxford-group.com Internet Source	<1 %

19

Robbi Juniar, Agus Arijanto. "The Influence of Workload and Work Stress Mediated by Burnout on Cyberloafing Behavior in the Pharmaceutical Industry's R&D Department", Jurnal Akuntansi, Manajemen, dan Perencanaan Kebijakan, 2024

Publication

<1 %

Exclude quotes Off
Exclude bibliography On

Exclude matches Off