

STRATEGY TO MAINTAIN EMPLOYEE WELLBEING IN THE COVID-19 PANDEMIC TIME

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ABSTRACT

The study used a random questionnaire that had been distributed to employees from various types of businesses, there were 157 respondents who filled in, and 134 data were processed by the author to analyze the company's strategy in maintaining employee well-being. Among them are: Demographics of respondents consisting of: Type of business entity, type of industry, size of company. In addition, we took data about the impact of the Covid-19 pandemic on companies. Strategies for maintaining employee well-being which include: a) implementation of strategies consisting of: types of wellbeing programs implemented by the company, description of the implementation of well-being programs before and after the Covid-19 pandemic. b) Dynamic implementation of strategies for maintaining employee wellbeing based on dimensions consisting of: application of wellbeing to improve physical health, psychological health, relationship, homework interface. Research result; an increase in the percentage of companies implementing well-being programs from 58% to 63%. The strategy applied by the company focuses more on the wellness program. Based on the dimensions of Employee well-being, companies implement more Physical Health programs by providing health care (masks, vitamins, hand sanitizers) and the lowest is Psychological Health.

Keyword: Strategy; Wellbeing; Employees; Pandemic

1. INTRODUCTION

The outbreak of the Covid-19 pandemic in early 2020, which started in the city of Wuhan and then the virus spread throughout the world, has triggered various panic reactions for many parties. This is due to the large number of victims who fell in a relatively short time and also accompanied by the emergence of various uncertainties that had never been predicted beforehand. Various health protocols were then implemented to prevent the spread of the virus, from washing hands, not gathering or holding meetings, maintaining distance, limiting leaving the house to taking isolation measures, starting from independent isolation for individuals, communities, to large-scale restrictions (PSBB) for the entire city.

Even though various actions have been taken, the Covid-19 pandemic still brings disruption to many sectors, especially the economic sector. Various types of industries from small to large scale that support the economy are experiencing turmoil and difficult situations. In a presentation by the Ministry of Manpower through the Bisnis.com website (Tuesday, November 24, 2020), it was stated that as many as 88% of companies were affected by the pandemic, so companies in general were at a loss. These losses are generally caused by decreased sales so that production must be reduced which ultimately has implications for a decrease

in the level of profit. It was noted that there were 20.3% companies that experienced a decline in terms of production, 22.8% experienced a decline in profits, and 22.8% experienced a decrease in demand where 90% of these decreases occurred in micro, small and medium enterprises (MSMEs).). When viewed from the type of business, there are 3 business sectors that are the most affected, including the provision of food and drink accommodation, real estate and construction. These three sectors were severely affected by the Large-Scale Social Restrictions (PSBB) so that economic activity decreased drastically and even stopped.

To anticipate the emergence of a worse impact and ensure business continuity during the pandemic, many companies have finally made various changes, including changes in policies, business processes, operational activities and others. Some examples include the application of working from home (WFH), savings in operational costs, reduction in facilities and even the application of labor cuts. These various changes, of course, directly or indirectly also affect the conditions of employees who work for the company. As in general, change is often accompanied by feelings of discomfort, confusion, anxiety, and other adaptation processes that require a lot of time. For example, in implementing WFH, it may cause confusion at the beginning to coordinate the work. Initially, it can be done face-to-face to become virtual, and if it is too long it may also have a negative effect due to limited direct interaction with other employees.

The uncomfortable, anxious and uncertain conditions felt by the employee, if allowed to drag on, are likely to affect the mental health and well being of the employee. According to a survey conducted on 1,824 employees, 28% of respondents said they needed company assistance in maintaining their mental health (Ibunda.id - Employers.glints.id). This is an important concern for the company, if employees feel unhappy but are still required to work on company projects and achieve specified targets, this will certainly make mental health and well-being even worse, which in turn can have a negative impact on the company. Employee productivity should increase when working with a calm feeling, not full of anxiety about uncertainty.

Companies that have employees who are prosperous and mentally healthy can provide many positive impacts. Research conducted by Harvard Business Review Analytic Services (Adams, 2019) states that employees who have good welfare conditions (employee well-being); namely physical, mental and emotional health, will show better performance in the workplace than those that do not. In his research, it is stated that healthy and happy employees will have a better quality of life, lower risk of disease, and can show better work productivity and have a high tendency to make a high contribution to the community compared to employees with low welfare levels. Seeing the results of this study, as an important asset in carrying out the sustainability of the organization, the company should ensure that every employee can face various uncertainties and changes that the company has implemented in the face of the Covid-19 pandemic. Thus, it is hoped that employees can face the various pressures that exist in their work environment and continue to work productively and develop their potential which will lead to the company's success in maintaining its business continuity in the Covid-19 pandemic situation.

Seeing the huge positive impact of employee well-being, the authors take this aspect to be discussed further and see the actions taken by companies during the Covid-19 epidemic in maintaining the welfare of their employees (Employee well-being). According to Juniper (2010) Employee well-being is the employee's personal condition regarding how positive and balanced his condition is in the work environment which is influenced and intervened by factors from the work environment. Employee well-being in the workplace is fulfilled by conditioning various factors in the work environment. Factors that play a role in employee well-being are advancement, facilities, home work interfaces, jobs, physical health, psychological health and relationships.

Problem statement for this research; 1) It is necessary to implement a strategy to maintain wellbeing in companies that have been affected positively or negatively by the Covid-19 pandemic; 2) Information is needed on the dynamics of implementing a wellbeing strategy to optimize the implementation of a wellbeing strategy.

2. LITERATURE REVIEW

In general, wellbeing can be defined as a combination of emotional, psychological, and social wellbeing to be considered mentally healthy (Pressman & Kraft). When viewed in the context of employees, the following are some definitions of employee wellbeing: "The state is subjective and there are many dimensions such as physical, material, social, emotional, development and activity (Wadel and Burton, in Rizky & Sadida, 2019)."

"Part of the welfare that individuals get from a job that is influenced by the work environment (Juniper, in Rizky & Sadida, 2019)." "Employee well being has the connotation of physical, psychological and emotional health, employee comfort and happiness (Pradhan & Hati, 2019). From the three definitions, it can be concluded that employee wellbeing is the subjective condition of employees which includes physical and psychological factors, which are influenced by the work environment.

Dimensions of Employee Wellbeing

Juniper (2010 in Amanda & Sadida, 2018) states that there are seven domains or regions in the EWB, including ; a) Advancement (ADV) describes an employee's personal description of the training and promotion needs of employees that contribute to employee welfare; b) Facilities (FAC) describes an employee's personal description of the employee's needs in the work environment such as accommodation and facilities at work that contribute to employee welfare; c) The Home Work Interface (HWI) explains the employee's personal description of the work that the employee is doing that impacts the employee's responsibilities outside of work and how the work that the employee is doing contributes to the employee's personal life; d) Job (JOB) describes an employee's personal description of certain aspects or intrinsic elements in work that contribute to employee welfare; e) Physical Health (PHY) describes an employee's personal description of how the work that the employee is doing contributes to the employee's physical health; f) Psychological Health (PSY) describes an employee's personal description of how the employee's job contributes to the psychological health condition of the employee which then contributes to the employee's welfare; g) Relationship (REL) describes a personal description of how the relationship between employees and their leaders and colleagues contributes to employee welfare

According to the author, of the seven dimensions there are 4 main dimensions that have become the spotlight of the author during this pandemic, namely: Physical Health, Psychological Health, Relationship and Home Work Interface. The authors make these dimensions the main focus because we assess that in a pandemic situation like today, this dimension has the greatest impact on the well-being of an employee.

Impact of Employee Wellbeing Level on the Company

Many studies have shown that employee wellbeing has a significant role in organizational performance and survival. In fact, according to Pradhan & Hati (2019), employee wellbeing accelerates productivity at the individual and organizational level, where without employee wellbeing, organizations can face cumulative financial and non-financial losses.

Furthermore, Pradhan & Hati (2019), describe some of the advantages of employee wellbeing for both individuals and organizations as follows; 1) Work performance / productivity (Bevan, 2010; Bryson, Forth, & Stokes, 2017; Judge & Church, 2000; Wright, 2010; Wright & Cropanzano, 2000 in Padhan & Hati, 2019): Healthy, warm and satisfied employees can go the extra mile at work; 2) Attendance to work (Wright, 2010): An employee who is physically fit and happy tries to do his best by ensuring 100 percent attendance at work; 3) Employee turnover (Bevan, 2010; Wright, 2010 in Padhan & Hati, 2019): Employee welfare increases individual productivity, where the organization pays and recognizes them fairly, as a result employees 'feel complacent and ultimately reduce employee turnover.; 4) Acceleration of personal resources (Wright, 2010 in Padhan & Hati, 2019): Employees who experience psychological wellbeing feel a greater level of positivity. This in turn results in a more creative, sociable, open and positive attitude. Positivity also plays an important role by encouraging employees to increase their personal resources such as physical, emotional, intellectual and social resources. Therefore, this positivity can assist employees in achieving higher performance and job engagement.

With the above explanation, the author would like to further examine the employee well-being strategy, whether companies that have a positive or negative impact continue to implement employee well-being strategies or are there other implementation processes. As well as discussing further about the dynamics of strategy implementation carried out by the company.

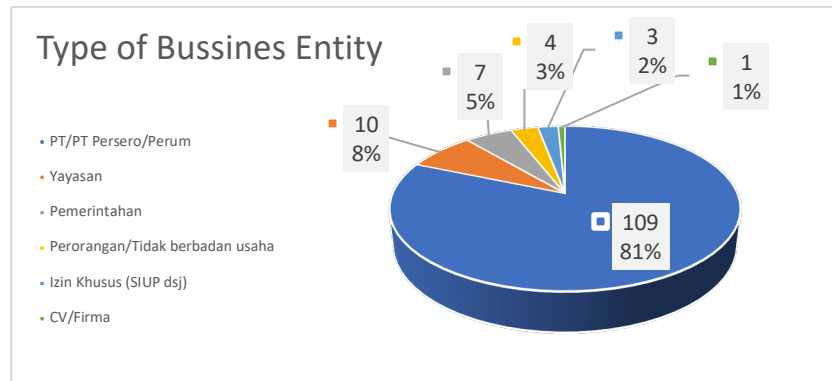
To know the actual impact of the Covid-19 pandemic on the company and how the well being program implemented by the company, the author has distributed questionnaires to a number of employees randomly from various types of businesses. Overall, there were 157 respondents who filled out the questionnaire.

3. METHODS

In this research, using descriptive analytical method by passing the questionnaire to the respondent and using SPSS 24 to process the data from the questionnaire in order to get the research answers.

4. FINDINGS AND DISCUSSION

Respondent Demographics, The following is general information about the respondents whose data will be processed in this study:



Picture 1. Type of Bussines Entity

Type of Industry

The author obtains data from many different types of industries. However, what we will present below are the top 10 types of industries, the respondents in this paper with the largest data are the types of the Financial Services, Banking and Insurance industries (12%).

Table 1. Type of Industry

Type of Industry	Quantity	Percentage
Financial Services, Banking and Insurance	16	12%
Manufactur	10	7%
Education	10	7%
Logistic & Shipping	10	7%
Technology and Information	9	7%
Minning and Petroleum	7	5%
Consulting Services	7	5%
Consumer Goods	5	4%
Goverment	5	4%
Retail	4	3%
Etc	51	38%
TOTAL	134	100%

The size of the company

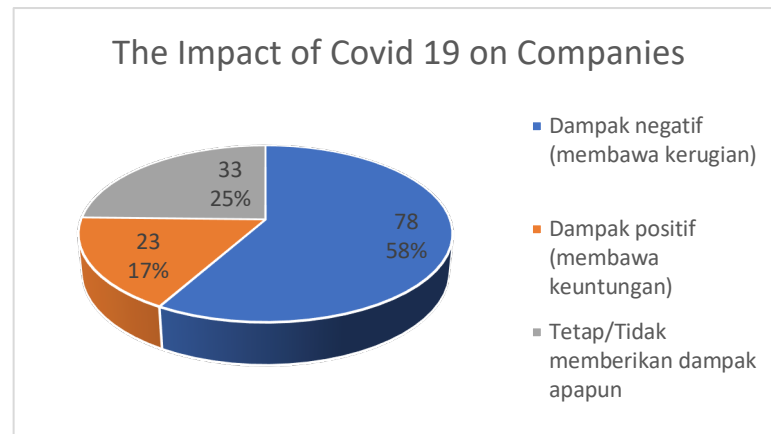
Based on the size of the company, the demographics of respondents are mostly 56% of large companies, with an annual sales turnover of more than IDR 50 billion.

Table 2. Type of Company (Income)

Type of Company (Income)	Quantity	%
Large Companies (> IDR 50 Billion)	75	56%
Medium Enterprise (IDR 2.5 B - IDR 50M)	28	21%
Small Company (IDR 300 Million - IDR 2.5M)	18	13%
Micro Enterprises (<IDR 300 Million)	13	10%
TOTAL	134	100%

The Impact of the Covid-19 Pandemic on Companies

The General Impact of the Covid-19 Pandemic on Companies, The impact of the Covid-19 Pandemic situation felt by most respondents was the negative impact on companies with a total of 58%. However, it turns out that there are companies that have felt the positive impact of the current Covid-19 Pandemic situation. As much as 25% of respondents said that their company felt a positive impact.

**Picture 2.** The Impact of Covid 19 on Companies

Distribution of Covid-19 Impact Forms for Companies

As informed in previous data, that the majority (58%) of companies felt the negative impact of the Covid-19 pandemic. The following are the forms of negative impact felt by these companies:

Table 3. Negative Impact

NUMBER	FEELING NEGATIVE IMPACT	PERCENTAGE
1	Significant decrease in sales	19.40%
2	Reduction in labor	13.04%
3	Increased employee stress and anxiety levels	11.37%
4	Decrease in employee productivity	9.03%
5	Reduction of facilities for employees	8.36%
6	Reducing investment and implementing employee development	8.36%
7	Increased Turn Over	6.02%
8	Reduction of salaries and incentives	6.02%
9	Reduction of new business processes	5.02%
10	Reduction of new locations or branches	4.68%
11	Additional company debt	3.01%
12	Sale of company assets	1.34%
13	Addition of operational costs	1.34%
14	Obstruction of ongoing projects and new projects	1.00%
15	Payment of health claims to customers	0.67%
16	Reduced customer	0.67%

17	The company is closed	0.33%
18	Reduced cashflow	0.33%

On the other hand, there are also companies that have benefited from the Covid-19 pandemic. The following are forms of these benefits:

Table 3. Positive Impact

NUMBER	FEELING POSITIVE IMPACT	PERCENTAGE
1	Significant increase in sales	18.52%
2	Additional employee facilities (health / equipment and work equipment / internet / etc)	17.28%
3	Addition of new business processes	13.58%
4	Additional workforce	12.35%
5	Increased sense of community & engagement with employees	12.35%
6	Increased employee productivity	8.64%
7	Improved employee development process	8.64%
8	Decreased employee turnover	6.17%
9	Adding new locations or branches	2.47%

Description of the Impact of the Covid-19 Pandemic compared to Industry Types

Of the total respondents, the following are the types of industries that have felt the impact of the Covid-19 pandemic (both positive and negative) and those that did not feel the impact of the Covid-19 pandemic.

Table 4. The Impact Of The Covid-19 Pandemic

No	NEGATIVE IMPACT		POSITIVE IMPACT		NO IMPACT	
	TYPE OF INDUSTRY	%	TYPE OF INDUSTRY	%	TYPE OF INDUSTRY	%
1	Financial Services, Banking and Insurance	7%	Financial Services, Banking and Insurance	3%	Education	2%
2	Logistics & Shipping	5%	Consulting Services	2%	Government	2%
3	Manufacture	4%	Education	1%	Financial Services, Banking and Insurance	2%
4	Education	4%	Telecommunication Provider & Services	1%	Logistics & Shipping	2%
5	Information technology	4%	Hospital and Health	1%	Pertambangan & Perminyakan	1%
6	Mining & Petroleum	4%	Information technology	1%	Mining & Petroleum	1%
7	Engineering Procurement Construction (EPC)	3%	Consumer Goods	1%	Agriculture	1%
8	Retail	3%	Manufacture	1%	Information technology	1%

From the chart above, it can be seen that the type of industry is the same but the impact is different. This may have to look at other factors again, for example whether the industry is digital-based or still conventional, or there are changes in business processes carried out by each company so that they can take better advantage of the pandemic conditions compared to other similar companies. If it is seen from the results of the

respondents, there is nothing significant that shows the difference from the programs carried out by the company.

Description of the Impact of the Covid-19 Pandemic compared to Company Size

Looking at the size of the company, those who feel the biggest negative impact from the Covid Pandemic are small companies. This is in accordance with the results of the research presented in Chapter I. Although most companies felt negative impacts, there were still those who felt positive impacts. Large companies have the highest positive impact. Meanwhile, micro companies tend to feel the impact which is constant compared to normal conditions.

Table 5. The Impact Of The Covid-19 Pandemic compared to Company Size

Company Size	Negative impact (bring loss)	Positive impact (bring benefits)	Fixed / Does not give any impact
Large companies	59%	21%	20%
Medium Companies	57%	14%	29%
Small	67%	6%	28%
Micro	46%	15%	38%

Operational Characteristics of the Company during the Covid-19 Pandemic

During the Covid-19 pandemic, several companies made operational changes. The largest number of companies carried out with a percentage of 76% was implementing the WFH process for some employees and as much as 10% implementing WFH for all employees. However, there are also companies that have not made operational changes. After further examination, the types of industries that continue to operate without WFH are Industry: Manufacturing, Logistics & Shipping, Hospitals & Hospitality, Financial Services and E-commerce.

Table 6. Operational Characteristics of the Company during the Covid-19 Pandemic

Operational Characteristics of the Company during the Covid-19 Pandemic	Quantity	Percentage
Implementing WFH (working from home) for MOST employees (there is a division of the number of employees who come to the office)	102	76%
Implementing WFH (work from home) for ALL employees	13	10%
No changes	8	6%
Reducing the output capacity by reducing the hours of work, machinery and personnel	6	4%
The company's operations have experienced an increase in activity compared to before Covid-19	4	3%
close	1	1%
TOTAL	134	100%

Strategies for Maintaining Employee Wellbeing, Implementing Strategies for Maintaining Employee Wellbeing

Types of Well-Being Programs Applied by the Company

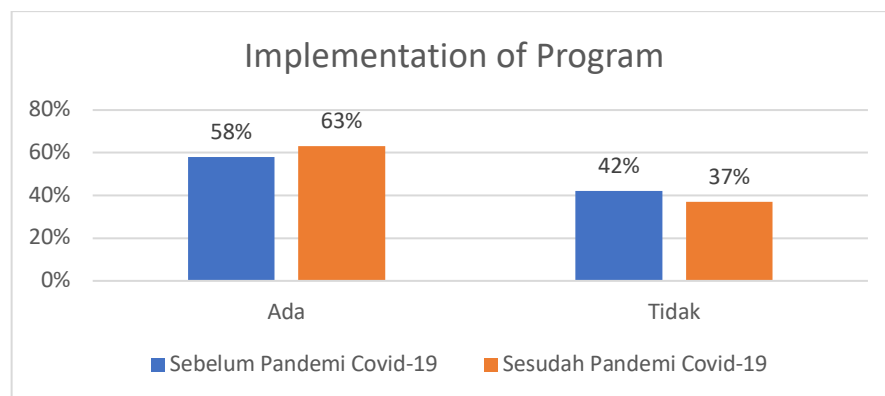
Attached below are the types of well-being programs implemented by the company prior to the COVID-19 pandemic. Most of the respondents, as much as 16%, focused more on the provision of wellness programs, such as the provision of joint sports facilities / sports classes / fitness membership and the provision of funds for the purchase of sports equipment. And some other companies are more focused on organizing training and company events as employee engagement programs.

Table 7. Application of Employee Well-Being

Application of Employee Well-Being	Persentase
Hobby & Sports Program	16%
Training Improvement Skill / Education	14%
Company Fun Event	13%
Gift & Rewards	9%
Insurance Program for Health	9%
Medical facility	9%
Employee & Family Gathering	5%
Personal Growth	4%
Games & Sharing Knowledge untuk Engagement	4%
Program Religion & Spiritual	4%
Benefit Car Ownership Program	4%
Catering program for office employees	4%
Company Culture & Engagement Program	4%
Training online diluar pekerjaan (Mental health, financial)	2%
Doctor & Psychologist Consultation	2%

Description of Well-Being Program Implementation Before and After Covid-19

There is an increase in the percentage of companies implementing well-being programs, from initially only 58% of the total respondents owning and implementing well-being programs to 63%. This indicates that companies are increasingly showing concern / concern for the well-being of employees since the Covid-19 pandemic.



Picture 3. Implementation of Program

Description of Well-Being Program Implementation versus Company Size

The following is the distribution of the number of companies implementing well-being programs after the Covid-19 pandemic based on company size. It appears that the ones that implement more well-being programs are Large Companies and Medium-sized Companies. Meanwhile, small and micro companies tend not to implement well-being programs.

Table 8. Well-Being Program Implementation versus Company Size		
Companies Size	Implementation Well Being Program	
	yes	no
Large Companies	75%	25%
Medium Companies	68%	32%
Small Companies	22%	78%
Micro Companies	46%	54%

Description of Well-Being Program Implementation compared to the Types of Impacts on the Company

From the results of respondents, companies that implement well-being programs for employees seem to have a tendency to feel a positive impact during the Covid-19 pandemic.

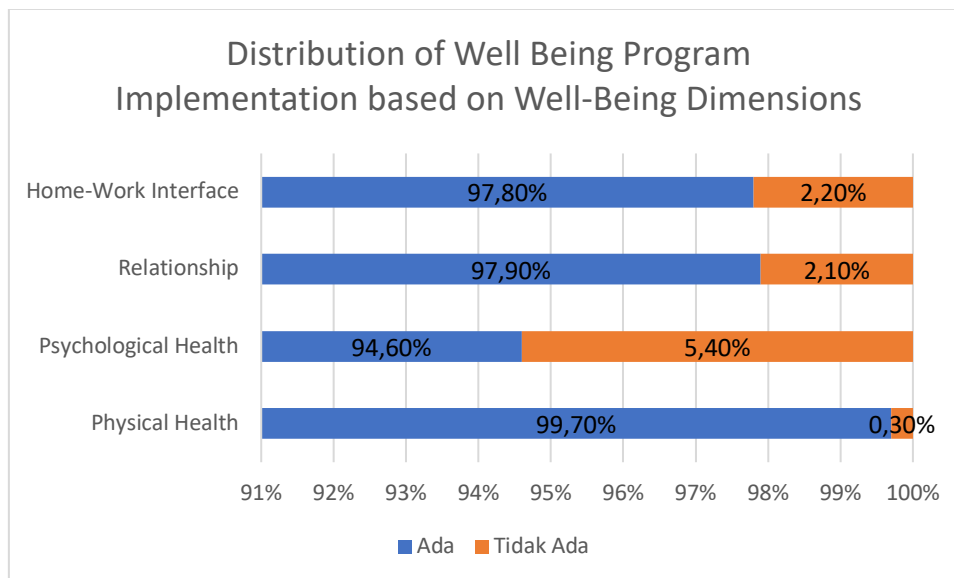
Table 9. Well-Being Program Implementation compared to the Types of Impacts on the Company

The Impact of Covid-19 on the Company	Implementation Well Being Program	
	Yes	No
Negative Impact	59%	41%
Positive Impact	65%	35%
Has no impact	52%	48%

Dynamics of Implementing Strategies to Maintain Employee Well-Being Based on Dimensions

1. Distribution of Well-Being Program Implementation based on Dimesi Well-Being

As previously written, in this paper, the author chooses 4 dimensions of well-being that will be the focus for further investigation. The four dimensions are Physical Health, Psychological Health, Relationship and Home Work Interface. When viewed from the data obtained, the following is the distribution of the application of well-being based on these four dimensions, namely the physical health dimension most applied by companies. Meanwhile, the lowest application of well-being by the company is in the Psychological Health dimension. Compared to other dimensions, in the Psychological Health dimension, many respondents stated that there was no application of related programs to the psychological health conditions of employees. Detailed descriptions are as follows:



Picture 4. Distribution of Well Being Program Implementation based on Well-Being Dimensions

2. Description of Well-Being Program Implementation to Improve Physical Health

The description of the implementation of well-being programs that are mostly carried out by companies during the Covid-19 pandemic is the implementation of programs related to Physical Health, which is related to the scope of work which contributes to the physical health of employees. Most of the programs implemented are by providing 20.4% Health Care Packages (Masks, Hand Sanitizers, Vitamins). Furthermore, other actions taken are providing material knowledge about COVID-19 and its prevention and handling. It can be seen that most companies implement physical health programs that are focused on how employees deal with and prevent transmission of COVID-19.

Table 10. Well-Being Program Implementation to Improve Physical Health

Well-Being Program	Percentage
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Providing Health Care Packages (Masks, Hand Sanitizers, Vitamins, etc.)	20.4%
Providing material knowledge about COVID-19 and its prevention and handling	19.2%
Provide material about maintaining body immunity (nutritious food, adequate rest, etc.)	17.1%
Provide material on the use of masks and the application of PSBB, etc.	16.8%
Provide special medical access for COVID-19	14.4%
Provide virtual sports programs or sessions	4.8%
Provide a certain amount of money so that employees can buy standard health equipment (vitamins, masks, hand sanitizers, etc.)	3.9%
Give a certain amount of money so that employees can buy sports equipment	1.2%
Conduct periodic rapid / swab tests	0.6%
Provide additional transport fees to avoid public transportation	0.6%
Give money for free needs (BLT)	0.3%
In collaboration with health applications	0.3%
Purchase of tools for the prevention of covid 19, such as sterilizers,	0.3%
Provide additional food to employees	0.3%

3. Description of Well-Being Program Implementation to Improve Psychological Health

Overall the results received, the lowest application of well-being by respondent companies is in the Psychological Health dimension. In this dimension, many respondents stated that there was no application of programs related to the psychological health conditions of employees. For companies that have implemented well-being programs related to Psychological Health, the most programs implemented are to make regular virtual meeting sessions so that employees can understand their feelings during a pandemic (20.1%). In addition, companies provide online training related to mental health in order to help employees in handling stress and anxiety (19.0 &). The company also provides materials or articles on mental health to employees (18.4%).

Table 11. Well-Being Program Implementation to Improve Physical Health

Well-Being Program	Percentage
Make regular virtual meeting sessions with employees so they can tell about their feelings and responses about obstacles during Covid and ask for initiatives to overcome them	20.1%
Provide training on stress and anxiety management (tutorials, apps, online relaxation class, mediation class, etc.)	19.0%
Providing material / infographic / articles on handling personal anxiety to employees (can be on employee websites / internal links / employee magazines, etc.)	18.4%
Provide consultation sessions for employees (internal counselors)	17.8%
Provides information regarding access to counselors through activation of the company-funded Health application	12.1%
Developing a "Buddy System" in employees to monitor stress levels and burnout in the work environment	11.5%

4. Description of Well-Being Program Implementation to Improve Relationship

In the Relationship dimension, most companies say that implementing employee well-being programs helps to build relationships with their leaders and colleagues that contribute to employee welfare. In connection with the COVID-19 pandemic situation, the most programs carried out by companies to maintain employee working relationships is by establishing a routine work control process. For example, by making absences in the morning or virtual meetings to ensure work can run according to the timeline.

Table 12. Well-Being Program Implementation to Improve Physical Health

Well-Being Program	Percentage
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Creating a control process both technically and administratively to ensure employees work. For example: absent every day by making a team meeting in the morning / Making meetings at the beginning of the week and at the end of the week to follow up on assignments	58.1%
Using a certain system to monitor team work progress and get feedback	24.2%
Creating informal employee activities in the team / division (which is different from the conditions before the pandemic)	17.7%

5. Description of Well-Being Program Implementation to Improve Home-Work Interface

In the Home-work Interface dimension, it can be seen that there are many companies that maintain the work-life balance of employees, where paying more attention to the scope of work that employees live will contribute to employees' personal lives. From the results of the respondents we received, most companies (37.5%) applied the flexibility of employee work arrangements so that employees could complete their work according to their arrangements. In addition, they also provide clear guidelines and communication regarding working time arrangements so that they can remain productive (33.6%).

Table 13. Well-Being Program Implementation to Improve Home-Work Interface

Well-Being Program	Percentage
Increase the flexibility of employees in working time arrangements	37.5%
Provide clear guidelines and communication regarding the arrangement of working hours at home / flexi working hours so that you can remain productive during a pandemic	33.6%
Adjusting and re-distributing employee tasks / projects in order to get the right working time according to their capacity	15.1%
Provide training / workshop sessions that encourage employees' hobbies (cooking, exercising, painting, etc.) to do activities they like during free time	11.8%
Increasing the use of e-learning for training and development activities	1.3%
Give time for employees to do their hobby of farming in the office area	0.7%

5. CONCLUSION AND RECOMMENDATION

- 1) The strategies implemented by companies that have been affected positively or negatively by the Covid-19 pandemic in maintaining employee well-being are:
 - a) There is an increase in the percentage of companies implementing well-being programs, from initially only 58% of the total respondents owning and implementing well-being programs to 63%. This indicates that companies are increasingly showing concern / concern for the well-being of employees since the Covid-19 pandemic.
 - b) Most of the respondents focused more on the provision of wellness programs, such as the provision of joint sports facilities / sports classes / fitness membership and the provision of funds for the purchase of sports equipment.
 - c) Companies that implement a well-being program for employees appear to have a tendency to feel a positive impact during the Covid-19 pandemic.
- 2) The dynamics of implementing a strategy to maintain wellbeing during the Covid-19 pandemic based on dimensions are:

- a) The strategy of maintaining well-being based on the dimensions of well-being that is mostly implemented by companies is the dimension of Physical Health. Where the implementation of the program is mostly done by providing Health Care Packages (Masks, Hand Sanitizers, Vitamins).
- b) The strategy to maintain well-being based on the lowest well-being dimensions of the company is the Psychological Health dimension.

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