

# **Systematic Literature Review: Employee Stress Levels During A Pandemic in The Manufacturing Industry**

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## **Abstract**

The COVID-19 pandemic has certainly had a huge impact on the sustainability of performance in every industry in Indonesia. The impact does not only affect the economy on the company, but also the level of stress on employees as part of the company. The shift of the work system from WFO to WFH is a challenge for companies and workers alike, where they have to adapt to unexpected situations very quickly. Bringing all responsibilities to their respective homes is certainly not that easy. Starting from decreased motivation, increased workload, to causing all productivity to decrease along with the implementation of WFH. Research method with Systematic Literature Review (SLR). SLR is a way of identifying, evaluating, and interpreting all available research that is relevant to the formulation of the problem or topic area being studied. Job stress is a reaction that cannot be prevented by someone and is a reaction to the burden that is obtained. The stress factors themselves include workload, role ambiguity, working environment, and working relationship.

## **Keywords:**

Employee Stress, Systematic Literature Review, Pandemic, Manufacturing Industry

## **1. Introduction**

At the beginning of 2020, almost every country in all parts of the world faced the same issue, namely a new virus that we now know as Covid-19. This virus originally emerged from a city in China named Wuhan (Burhanuddin and Abdi, 2020). The spread of this virus cannot be stopped so that it begins to spread to all corners of the world, including Indonesia itself. The first case in Indonesia was announced in late February. The government has started to designate the Covid-19 virus as a Covid-19 National Disaster Emergency (Fitri 2020). The government's policy in dealing with the Covid-19 pandemic has an impact on all lives, including the world of work. Until now, no one has been able to predict when the Covid-19 pandemic will end (Pakpahan 2020). A simple way to adapt and deal with this pandemic is to prepare short-term and long-term strategies. Almost all activities have been suspended, and this policy is called a lockdown (Rezki and Yunus 2020). Almost all companies have to implement a work from home system (Work From Home). The shift of the work system from Work From Office to Work From Home is a challenge for companies and workers alike, where they have to adapt in unexpected situations very quickly. This of course makes both parties are not sufficiently prepared to carry all the responsibilities that are usually done from behind the walls of the office to their respective homes.

It has been more than a year that many companies have adapted the work from home system where employees are getting used to a work environment that is 180 degrees different from previous years (Perdana 2020). Working from home produces several impacts that are felt by companies and employees themselves (Ma'rifah 2020). Productivity in working at home is considered not as good as when working in the office (Ma'rifah 2020). When employees work from home, the setting where they work automatically becomes their own place of residence, the bad impact will be that employees can be lazy because the atmosphere of the house is considered comfortable (Mustajab et al. 2020) in (Ma'rifah 2020). In addition, due to working from home, employees are considered to get more assignments or job descriptions than usual (Ma'rifah 2020). A large workload makes employees feel depressed and stressed (Chandra & Adriansyah, 2017). Research conducted by Puci et al. (2020) shows that employees who experience emotional psychological stress related to the pandemic are hit hard because their work environment requires them to live side by side with COVID-19.

Stress levels also automatically spike when we face new situations and are forced to adapt quickly. Work stress has an understanding or definition as a feeling of pressure experienced by employees in dealing with work (Saputri & Wahyuwati

2021). mentions that fields of work that are continuously carried out every day can increase work stress on employees (Mohune et al. 2018). Stress at work does not only come from the individual within the employee/employee himself, but also relates to a company where tasks, work demands, workloads, conflicts within the team, work anxiety, to things/events that arise while in the environment. work also causes stress (Aldi & Susanti 2019).

Feelings of discomfort felt by individuals can lead to difficulties in dealing with certain jobs or demands (Muslim 2020). According to Zaenal (2014) in Sandini et al. (2021), work pressure that comes from the work environment, family environment, and social environment also has an impact on anxiety levels. Stress is also an individual's interaction with the environment, but stress is also an adaptive response, namely an individual's adjustment due to the consequences of actions, situations, and external or environmental events. Job stress according to Parker and De Cottis (1983) in Peristera (2021) is a perceived result of an employee's workplace. The COVID-19 pandemic has certainly had a huge impact on the sustainability of performance in every industry in Indonesia (Wijayanto et al., 2021). The impact is not only economic impact on the company, but also the level of stress on employees as part of the company (Salain et al. 2020). Adapt to a new work environment where they have to start working from home full time (Muslim 2020). A less conducive home environment makes employees less focused at work (Septiawan & Heryanda, 2020), which is of course very different when the company environment basically provides a special place so that employees can focus on doing every job.

### **1.1 Research purposes**

From the above background, the purpose of this research was to determine the level of employee stress on the scope of work during a pandemic in the manufacturing industry, to determine the difference in stress levels before and during the pandemic to the scope of work during a pandemic in the manufacturing industry. , and to find out the factors that influence the level of stress on the scope of work during a pandemic in the manufacturing industry.

## **2. Literature Review**

### **2.1 Stress Level**

Every employee in a company definitely wants a comfortable environment that triggers positive energy that can improve his own performance as an individual in the company, therefore if employees feel uncomfortable in their work environment, such as work demands that are continuously given, the social environment in the company is considered difficult. adapting, to disharmony with superiors and other employees are types of situations that can trigger work stress. It is undeniable that in the work and operational activities of the company, employees must be able to work under pressure) which is experienced by many employees in various companies (Aryani et al. 2018). The effects that are often seen from work stress are decreased employee performance, decreased employee productivity, and decreased enthusiasm at work (Aginta et al. 2021). Of course with the emergence of work stress experienced by employees will be detrimental to the company, and in conditions like this the company must be observant in anticipating the emergence of work stress experienced by employees.

Job stress can be interpreted as the pressure felt by employees because they cannot fulfill work tasks. That is, stress arises when employees are unable to meet the demands of work (Wartono 2017). Job stress can be interpreted as the pressure felt by employees because they cannot fulfill work tasks (Syafitri 2018). Stress arises when employees are unable to meet the demands of work that are their job responsibilities, lack of time to complete tasks, no support facilities to carry out work, conflicting tasks. Stress has become an unavoidable part of life, as well as in the world of work (Vinahapsari 2019). According to research conducted by Khuong and Yen (2016), almost all employees admit that they have worked under great pressure in their work environment. Here are some factors that cause stress in employees in the work environment:

*Workload*, Stress caused by workload can occur when the employee cannot continue to bear the large volume of work he has. Time management training should be emphasized especially for employees who are constantly dealing with a number of clients. Time and task management must be implemented in order to reduce the impact of stress (Kavosi et al. 2018).

*Role ambiguity*, confusion among employees about how they can perform their duties properly. The existence of unclear information or instructions on the tasks he handles, therefore employees may feel that there are unclear responsibilities given to them so that work is felt to be confusing and in the end makes it a workload (Jalagat, 2017).

*Working environment*, Having a pleasant and comfortable environment will directly mean a lot to employees, where these things stimulate employees to concentrate on doing their jobs and be more productive. Employee performance can be affected by the physical work environment such as lighting, temperature, noise, layout of the workspace, and indoor air

circulation (Ahmad et al. 2019).

*Working relationship*, Maintaining a strong relationship between superiors and employees can be the key to the ultimate success of an organization, a well-developed relationship will bring beneficial results. It is known that if strong relationships are established, employees will be more productive, more efficient, create less conflict and will be more loyal (Subramanian, 2017). Effective communication also plays an important role in organizations for the purpose of improving relations between co-workers and also between employees and management. Transparency in communication keeps employees positive, productive and also strengthens relationships between employees (Kavyashree 2021).

Psychologically, the nature of being easily offended, being uncommunicative, mentally tired, and daydreaming a lot is the impact of stress on employees. Then on the physical, such as insomnia, blood pressure, easy dizziness. On behavior, there is an impact on relieving stress through smoking, delaying tasks to avoid the burden, and decreasing work performance on oneself (Dewi & Suartana 2020). On the other hand, overloaded employees show poor efficiency and performance, but research results reveal that a person's performance increases slightly with role overload because some stress is good for performance, but again it increases dissatisfaction (Mittal, 2018). The fact is that the lower the employee's performance, the productivity will also affect the entire company (Jalagat 2017).

## **2.2 Employee**

Human resources (HR) is an individual who is working as a driving force for an organization, either in an institution or a company that has a role as a driver so that his abilities must be trained and developed. Understanding human resources in general consists of two, namely macro HR and Micro HR Macro HR is the number of people who are of productive age in an area while micro HR is an individual who works in an institution or company. Human Resources (HR) is something that is very valuable and very necessary with the aim of achieving organizational or company goals. Human resources are the main element in an organization compared to other resource elements such as capital, technology, because those who control other resource elements are humans themselves (Susan 2019).

An employee is someone who sells the services of his mind or energy then he will get paid or a salary whose amount has been agreed upon between the worker and his place of work. Employees have a very important role in every company or agency, because if there are no employees in the company or agency, the work cannot be completed and the company cannot operate. This is a reason that every company needs employees for each of its operations (Hasibuan 2002, in Onibala 2017) (Siahaan et al. 2019). According to Article 1 paragraph 3 of the Law concerning manpower, it states: Worker/labor is any person who works by receiving wages or other forms of remuneration. based on the understanding that has been explained in the law, it can be concluded that the meaning of worker/labourer is a worker or a worker who has a working relationship with another person or his employer, then they can get status as workers after an employment agreement with other people is made. According to the Big Indonesian Dictionary, an employee is someone who works in an institution (office, company, etc.) and gets a salary (wages). Employees are divided into two types:

### **Part Time Workers**

A situation in which a person works fewer hours, compared to a certain period of time or normal working days (Bernett et al. 2001). The existence of part-time workers is a form of freedom for a person to work. because the working time is shorter with the provisions stipulated in the flexible work system used, it can provide benefits to the company in several fields (Rabbani. 2017). Part-time work in theory has three basic characteristics. The first is that the working hours are shorter than normal working hours. then the second is the development of business relationships. In short the working time of part time work must be of a sustainable quality. And the last characteristic is to create an open business relationship. it means that they make an agreement between the worker and the employer based on the agreement of the two parties, then the working time cannot be shortened obligatory afterward (Al et al. 2016).

### **Full Time Workers.**

A system that exists in a work order and allows employees to freely choose their working time each day according to what the company has set, which is a minimum of 35-40 hours per week (Mungkasa. 2020).

## **2.3 Manufacturing industry**

Industry is all sectors that can generate added value and is divided into two types, namely industries that produce goods and industries that produce services. On a micro level, an industry is a collection of firms that can produce homogeneous or closely interchangeable goods. In general, industry can be defined as a field or activity that processes raw, raw or semi-

finished materials into goods that have added value. Industry also includes all companies that have certain activities in mechanically or chemically changing organic materials so that they become new products (Purnamawati and Khoirudin, 2018). Manufacturing comes from the word *manus factus* which means made by hand. Manufacturing is a process of converting raw materials into ready-to-use products so that these products or goods have a higher added value. In the process, resources such as human resources, machine tools and others are needed. Manufacturing activities can be carried out by individuals or by companies. In optimizing the manufacturing process, a mechanism is needed that can properly control the process so that the product can provide customer satisfaction. According to Sangwan and Mittal (2015) in Amaranti et al., (2018) Manufacturing is an input-output system, where resources are inputs and are transformed through the manufacturing process into semi-finished products or products.

The manufacturing industry is a group of similar companies that process raw, raw or semi-finished materials into products that have a higher added value which is carried out by machine or without using machines and is produced in large quantities.

## **2.4 Covid-19 pandemic**

Deadly pandemics and the emergence of new diseases are not new phenomena. This pandemic has been a recurring problem since ancient times, such as the Black Death, Spanish Flu, Hong Kong Flu, Ebola, and also Covid-19. Due to this pandemic, the world has been frightened because it can cause death, immense suffering, and also disruption of normal life. New pandemics and diseases have long had a transformational effect on the environment and society. A pandemic is a disease outbreak that spreads equally everywhere covering a wide geographical area. A pandemic is also an epidemic that spreads almost all over the world and affects many people. A pandemic is a disease that everyone must be aware of, because this pandemic spreads without realizing it. (Nurhasanah, 2020).

At the end of 2019, the whole world was shocked by a pandemic that made many people afraid, namely the emergence of the corona virus (Covid-19). This virus first appeared in China, Wuhan. Initially, this virus was thought to have started from exposure to the Huanan seafood wholesale market which sells a lot of live animal species. The disease quickly spread domestically to other parts of China (Dong et al., 2020). The emergence of Covid-19 has made WHO declare the Covid-19 virus a public health emergency. (Dong et al., 2020). These cases quickly spread between countries and as of March 25, 2020, a total of 414,179 confirmed cases were reported with 18,440 deaths (CFR 4.4%) of which cases were reported in 192 countries/territories. Among these cases, several health workers have been reported to be infected (Kemenkes RI, 2020). Since the first case in Wuhan, there has been an increase in Covid-19 cases in China every day and peaked between late January to early February 2020.

The impact of Covid-19 has resulted in changes in the life order of the world community, from the political aspect to the economic aspect (Chohan, 2020). As a result, people have to do quarantine, as well as restrictions on social activities that have a bad impact on the economic sector. Indonesia has implemented PSBB (large-scale social restrictions) so that people's activities have drastically decreased in Indonesia. As a result, the Indonesian economy suffered losses nationally (Hadiwardoyo, 2020). Social distancing policy and regional quarantine has the potential to limit the community in carrying out economic activities, so that the circulation of goods and services will be hampered. This condition occurred for a long time, causing a decline in economic growth in areas experiencing a pandemic (Cahplyuk et al., 2021; McKibbin & Fernando, 2020). The decline in economic growth will be followed by other economic impacts such as an increase in the unemployment rate (Coibion et al., 2020). The poor are one of the most vulnerable groups to feel the impact of Covid-19 (Whitehead et al., 2021).

## **3. Methods.**

The research method used is Systematic Literature Review (SLR). Systematic Literature Review is a term used for certain research or development methodologies carried out to collect and evaluate research related to a particular focus (Iswara et al., 2019). The purpose of the Systematic Literature Review is to answer specific, relevant and focused questions (Triandini et al., 2019). The literature review must also be valid, reliable, and repeatable (Piccarozzi et al., 2018). The data is used to find research studies and review articles, which are published in journals to identify the benefits and challenges of learning analytics in education (Banihashem et al., 2018). To solve research problems, literature review must use systematic procedures, these procedures help to formulate problems, collect data, evaluate data feasibility, analyze and interpret relevant data, and organize and present results (Suhartono. E., 2017). Research method with Systematic Literature Review. The data sources are taken from the results of research publications related to the topic, namely those related to work commitment, and satisfaction with the performance of cadres. The publication results are taken from Sinta accredited national journals and international journals (Yuliasari, 2020). Systematic reviews should be carried out before empirical research, and a literature subset of systematic reviews that are closely related to empirical work can be used as a background for reviews (Xiao, 2019). Systematic Literature Reviews (SLR), which is a synthesis of systematic, clear, comprehensive literature studies by identifying, analyzing, evaluating through the collection of existing data with an explicit search method and

involving a critical review process in the selection of studies (Syarifudin 2019). Systematic Literature Review (SLR) is a way of identifying, evaluating, and interpreting all available research that is relevant to the formulation of the problem or topic area under study. (Calderon et al. 2015 in Yunanto 2017). Definition of SLR. According to Lusiana (2019) in Triandini (2019)

Systematic Literature Review is a term used to refer to a particular research methodology or research and development carried out to collect and evaluate related research on a particular topic focus.

The literature search process is carried out using the following strategies:

- Publication year:2017-2021
- Publication Type: journal article
- Keywords: combination of “employee stress level”, “pandemic period” and “manufacturing industry”

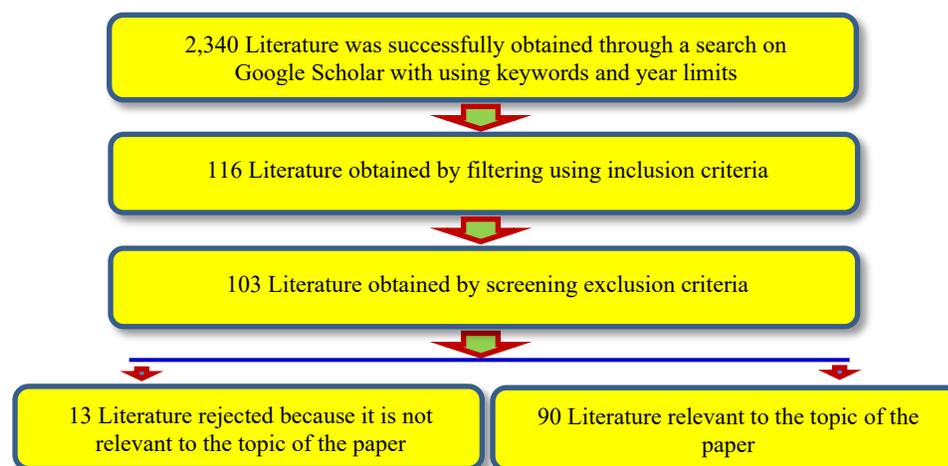
The literature inclusion criteria used in this study are:

- Written in Indonesian.
- Include employee stress levels/pandemic period/manufacturing industry.
- Published in 2017-2021

The literature exclusion criteria used are:

- Journal published year below 2017

A total of 2,340 literatures we got from Google Scholar with the keywords "employee stress levels during the pandemic" and 2017-2021 limits. From the selection process, we get appropriate and relevant literature to the research problem.



Source: Angreni & Prastyaningsih, (2019)  
Figure 1. Selection in Literature Search Results

The problems that will be raised in this research are:

1. How is the employee's stress level on the scope of work during a pandemic in the manufacturing industry?
2. What is the difference between stress levels before and during the pandemic to the scope of work during a pandemic in the manufacturing industry?
3. What are the factors that influence the level of stress on the scope of work during a pandemic in the manufacturing industry?

#### 4. Collection Data.

Based on the analysis of research publication journals, literature searches conducted through inclusion and exclusion criteria, there were 90 journals that were relevant to the research. The Journal of Business Management is the most published journal, namely 4 literatures. The names of these research journals include: AkMen Scientific Journal, Al Tijarah, ASM Journal, Bongaya Journal for Research in Management, Civil Service, Cogent Business & Management, Economics, Udayana University Management E-Jurnal, Emerging Markets Finance and Trade, Electronic Research Journal of Social Sciences and Humanities, European Online Journal of Natural and Social Science, International Journal of Economics and Business Administration, International Journal of Operations Management, International Journal of Social Psychiatry, International of Tourism Space, Place an Environment, International Journal of Value Chain Management, Journal of Career Development, Journal of Vocational Behavior, Journal of UINJKT, Journal of Biomedicine and Health, Journal of Management Dynamics, Scientific Journal of International Relations, Scientific Journal of Masters in Management, Scientific Journal of Satyagraha, Scientific Journal of Batanghari University Jambi, Indonesian Journal of Business and Management Innovation, Journal of Legal Studies, Ma. Journal Business Management, Panjar Journal, Journal of Character Community Empowerment, Indonesian Internal Medicine Journal, Development Planning Journal, Customs and Excise Perspective Journal, Jambi Psychology Journal, Syar I Social and Cultural Journal, Pakistan Journal of Medical Sciences, ScientiCO: Computer Science and Informatics Journal , The Indonesian Journal of Development Planning, The Journal of Adult Women's Health and Medicine, The Journal of Asian Finance, Economic, and Business

From the analysis of the journals and articles studied, there are 90 journals relevant to the research which are sorted by year of publication from 2017 to 2021 which is depicted in the following diagram:

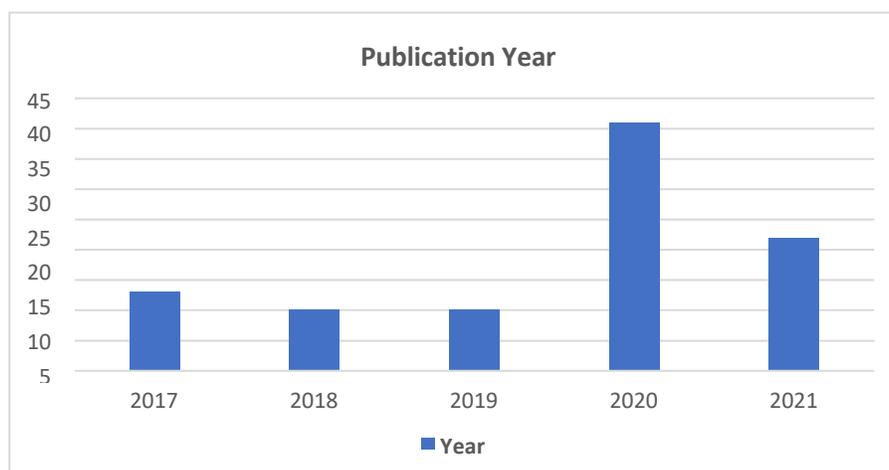


Figure 2. Journal data by Year of Publication

#### 5. Results and Discussion

##### 5.1. Results from RQ1: How is the employee's stress level on the work scope during a pandemic in the manufacturing industry?

The COVID-19 pandemic has had a huge impact on industry, agriculture and on a global basis. This is due to the unpreparedness of the world in dealing with and overcoming this pandemic, this has caused the world's politics and economy to become chaotic (Kusno 2020). This causes work stress experienced by employees. According to Utamaningtias (2016) in Yuwono (2020). Work stress can have an impact on increasing activities, delays, decreased productivity and decreased skills in completing work or activities. The state of stress can actually be overcome by itself by the individual on the condition that the individual has sufficient resilience. Because it is based on various factors of course. By regulating the right emotions, it can provide a sense of psychological calm for workers so that it has an impact when the individual can make the right decisions (Marliani et al. 2020). There is a strong relationship between job stress, well-being and work performance. The average person who works feels stressed when they are at work and creates a fear of being infected for themselves and their families can be infected with COVID-19 which is brought from their workplace, regulations in their workplace as well as its completeness and time period to be found to be a driving factor (Winarto 2021).

**5.2. Results from RQ2: How are the stress levels before and during the pandemic different from the scope of work during the pandemic in the manufacturing industry?**

Stress is a phenomenon that must be experienced by all humans. Where the notion of stress itself is a feeling of pressure and mental tension. Stress itself is a response from individuals to changes in threatening situations or situations (Hidayati & Harsono 2021). According to the American Institute Of Stress (2018) in Utami et al (2021), 25% of workers view their work as the main cause of stress in their lives. The demands of work make some people feel frustrated and stressed because the burden and responsibility are too big (Utami et al., 2021). According to Ashal (2020) in Sormin, D. E. M., Tobing, R. A. L., & Marpaung, F. K. (2021) WFH is a term for working remotely or (remote working), more precisely carrying out work or tasks that are generally carried out in the office from home. So that employees do not have to go to the office face to face with other workers (Sormin et al. 2021).

Work stress during this pandemic has forced workers to implement social distancing and work from home (WFH). Worker stress has also increased due to the uncertainty of when the COVID-19 pandemic will end. This causes many companies to lay off workers and increase worker stress. (Muslim 2020). During this pandemic, not all companies apply WFH (Work From Home), this makes workers inevitably have to be willing to go to work as usual (Work From Office). This makes employees' stress levels increase because they are afraid of being exposed to this covid virus. (Rahmatullah, I., 2020). In the manufacturing industry, there are several factors that can affect employee stress such as workplace environmental conditions, work methods, work arrangements, health conditions, and motivation. (Fitryani, et al. 2021). Some of the differences that can trigger stress during WFO and WFH

Table 1. Differences in WFO and WFH - Stress Triggers

WFO ( <i>Work From Office</i> )	WFH ( <i>Work From Home</i> )
Conflict with coworkers	Lack of socializing
Notifications outside office hours	Not optimal work environment
Personal problems	There is no boundary between personal and professional life
Workload	Working overtime

Source: processed by researchers (2022)

**5.3. Results from RQ3: What are the factors that influence the level of stress on the scope of work during a pandemic in the manufacturing industry?**

Employees are valuable assets in business activities. Employees with good quality will be able to support achievements in the company more efficiently and effectively (Fadhilah et al. 2020). Therefore, the company can run smoothly if the performance of the employees is not disturbed. During the pandemic, we find that the WFH work system is the best application at this time. One of career formation during the Covid-19 pandemic also brings opportunities to change work arrangements, career development, and increase skills (Akkermans 2020). The workload of employees before and during the pandemic has increased which can cause problems in productivity (Guler 2021). Stress is a reaction that cannot be prevented by a person which is a form of reaction to the burden they get. Stress is also known to provide a negative boost to employee performance, productivity, and job satisfaction (Sahni, 2020). According to Anderson (2020) in Sahni (2020), stress can make people more susceptible to infection with the COVID-19 virus. Not only the workload but the body's immunity can also be disrupted due to stress which causes stress to employees in the work environment. The following are some of the factors that affect the level of stress on the scope of work during a pandemic in the manufacturing industry:

**1. Workload**

Stress caused by workload can occur when the employee cannot continue to bear the large volume of work he has. Time management training should be emphasized especially for employees who are constantly dealing with a number of clients. Time and task management must be implemented in order to reduce the impact of stress (Kavosi et al. 2018). According to Belal (2009) in Ansari et al. (2017), many studies believe that giving tasks/work that is too heavy causes stress to increase in the workplace. Workload is always associated with negative outcomes (Ansari et al. 2017).

**2. Role ambiguity**

Everyone has their own role in the company. According to Brannick et al. (2007) in Banerjee & Raju (2017), the job description is a tool used to find out and determine how to do a good job. To enable workers to carry out each of their duties properly, clear and specific instructions are needed. However, work stress can be triggered by lack of clarity in instructions. Confusion in the employee about how he can do the job properly. The existence of unclear information or instructions on

the tasks he handles, therefore employees may feel that there are unclear responsibilities given to them so that work is felt to be confusing and in the end makes it a workload (Jalagat 2017).

### **3. Working environment**

Having a pleasant and comfortable environment will directly mean a lot to employees, where these things stimulate employees to concentrate on doing their jobs and be more productive. Employee performance can be affected by the physical work environment such as lighting, temperature, noise, layout of the workspace, and indoor air circulation (Ahmad et al. 2019). According to Budianto & Amelia (2015) in Ekowati et al. (2019) A good and positive work environment and having a significant boost to its employees will improve work performance.

According to Sedarmayanti (2001) in Ekowati et al., (2019), the work environment is divided into two types, namely:

1. Physical work environment is all the physical conditions that exist around the workplace that can affect employee performance directly or indirectly.

2. *Non-physical work environment* is all conditions that occur that have a relationship with work, be it relationships with superiors, co-workers, or with subordinates that have an emotional impact on the work environment.

### **Working relationship**

Maintaining a strong boss-employee relationship can be the key to the ultimate success of an organization, a well-established relationship will bring favorable results. It is known that if strong relationships are established, employees will be more productive, more efficient, create less conflict and will be more loyal (Subramanian 2017). Effective communication also plays an important role in organizations for the purpose of improving relations between co-workers and also between employees and management. Transparency in communication keeps employees positive, productive and also strengthens relationships between employees (Kavyashree 2021). According to Leka, Griffiths, & Cox (2004) in Molina et al. (2021), although stress can occur in various work situations, this will get worse when employees feel that they do not receive sufficient support from superiors and coworkers. , and when he has limited control over his work or the way he can cope with the demands and pressures of the job.

### **6. Conclusion**

Employees are important for the company, because to achieve the company's goals need the help of many parties and most of the roles are held by employees. Therefore, the inhibition of employee performance will disrupt the company's productivity. The pandemic has forced all activities to be carried out from home. Workflow shifts and pandemic situations make the workload and mentality of employees increase, causing productivity problems. Stress is a form of reaction to the burden they get. Factors that cause stress in the work environment during a pandemic consist of 4 major things, such as workload, role ambiguity, working environment, and working relationships. We can see that every job has its own advantages and disadvantages, if we work WFH (Work From Home) then from the positive side it will feel easier to work because there is no need to go to the office, dressing can be much more relaxed, and costs a lot of money. which we usually spend on transportation can be saved more.

However, by working from home people find themselves to be more individualistic due to a lack of socializing with coworkers, and often miscommunication occurs. Meanwhile, viewed from the WFO (Work From Home) system, employees have a definite work environment, and can socialize directly with other employees. Changes in atmosphere and work pressure have their respective portions, whether it's working from home or from the office. Work stress is something that will be faced by each individual which of course has an impact on the individual's performance, there must still be a role for the organization in tackling the stress level of its employees. Behind it all, it is still an individual who controls the level of stress on himself. Is he able to adapt and think of solutions to his problems or continue to wrestle with the impact of the stress he is experiencing.

### **7. Suggestion**

With the pandemic that occurs, this can cause work stress experienced by employees. Work stress can have an impact on decreasing productivity and skills in completing work or activities. Thus, further research is needed on the stress level of employees at work during the pandemic which has not been covered in this study.

In the manufacturing industry, there are several factors that can affect employee stress such as workplace environmental conditions, work methods, work arrangements, health conditions, and motivation. Therefore, further research is needed on

the factors that can affect employee stress levels during the pandemic in the manufacturing industry. In responding to the factors that cause stress, it is necessary to have a company or organization role in helping employees adapt to work transitions during a pandemic, this assistance can be in the form of time flexibility, assistance in information technology systems, support from managers and superiors, and the provision of training, to prepare employees for the new work environment. Thus, further research is needed on a similar topic to provide more specific research results in knowing more about the most effective stress-causing factors during a pandemic.

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## **Biography**

**Haryadi Sarjono** as a permanent lecturer majoring in management with specialization in operations management, Bina Nusantara University, West Jakarta, Indonesia, since 1996, has received the best paper at IEOM 2021 Surakarta, Indonesia.

**Aditeguh Suprpto** is a doctoral candidate from Doctor Research in Management (DRM) at Bina Nusantara University. A lecturer Bina Nusantara University has taught and research majoring in management science.

**Juliann Virginia** is a student majoring in Management at BINUS University who is taking E-Business Management courses. Whose future prospect is to pursue a postgraduate diploma in Management.

**Metta Phannadhika** is a student majoring in Management at Bina Nusantara University who takes management courses focusing on Human Resource Management. The management major was my choice because there are many things I want to learn here and it will help me achieve my goals after graduating and entering the workforce later.

**Mirza Nurrahman** is a student of the Management Department at Bina Nusantara University (BINUS) who is taking Management courses. I majored in management because this course has the ability to help me achieve my goal of being able to manage a company properly and correctly.

**Teddy Hartono** is a Management student at BINUS University who is taking business management courses.