

## Employee Performance during the Covid-19 Pandemic: A Bibliographic Study from Various Perspectives



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**ABSTRACT:** Impact the Corona Virus Disease (covid-19) pandemic has reduced the stability of the world economy. One of the most common phenomena is the decline in employee performance during the COVID-19 pandemic. This study aims to examine employee performance during the COVID-19 pandemic. The sample of this study includes 27 articles that discuss employee performance during the COVID-19 pandemic and the phenomena work from home with an observation period of 2020 to 2022. The study was carried out by classifying articles based on research topics (antecedents and consequences), year of publication, methods used in research (analytical and survey), research sample, the field of science, the country where the research was conducted and the researcher tries to classify based on the factors that affect the performance itself. The results show that the antecedent is the most dominating topic, which has a percentage of 89% of the total articles studied. The year 2021 is when the most studies on employee performance during the COVID-19 pandemic are conducted, which is 56%, and the most widely used research method is the survey method, which is 96%. Articles that use a sample of employees at the employee level (employees) are 25 articles, while articles that use a sample of employees at the manager level are only two articles. The grouping based on the field of science that most raised the theme of employee performance during the COVID-19 pandemic was in the area of Economics, which was 70%, then the field of tourism at 15% and medicine at 7%. Then the countries that have an interest in conducting research on employee performance issues during the COVID-19 pandemic are India (26%), Indonesia (19%) and the United States (15%). In addition, the factors affecting employee performance during the covid-19 pandemic mostly come from psychological factors (45%) and factors originating from the organization where the employee works (42%).

**KEYWORDS:** employee performance, covid-19, work from home, PMS, bibliographic.

### I. INTRODUCTION

Corona Virus Disease (from now on Covid-19) is an infectious disease caused by the SARS-CoV virus [1]. With a relatively high infection rate and death rate[2]. The CDC declared COVID-19 a pandemic disease and reported at least 546,357,444 confirmed cases of COVID-19 as of June 2022, with a peak in January 2022. [3]. In Indonesia, from March 2020 until now, people are still feeling the impact of the COVID-19 pandemic, which has reduced economic stability on a large scale. The Ministry of Manpower (Kemnaker) reported that as many as 72,983 employees had become victims of Termination of Employment (layoffs) due to the COVID-19 pandemic [4]. From the survey results, it was stated that 9 out of 10 companies in Indonesia were directly affected by the COVID-19 pandemic. The loss was due to declining sales so the company was forced to lay off or reduce the salaries of its employees [5].

This is a dilemma for workers working in the government and private sectors. Moreover, employee performance decreased drastically during the COVID-19 pandemic due to variointernal and external factorsernal factors that can affect employee performance, such as health conditions, stress levels, work discipline, age and gender. At the same time, external factors that can affect employee performance can be in the form of motivation, incentives, work environment, and facilities provided.

Hesford et al . research [6] about bibliography in the field of management accounting has motivated researchers to conduct similar research with new research on employee performance during the covid-19 pandemic. This study aims to examine employee performance during the COVID-19 pandemic. Researchers selected articles that read employee performance during the COVID-19 pandemic in 2020 to 2022.

### II. LITERATURE REVIEW

Research on the factors that affect employee performance has been done a lot. One of them is Basahel et al. (2010), who

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researched the effect of workload and interaction on employee performance. The results obtained are that workloads and interactions positively affect employee performance. Then Wong (2021) explored the impact of the COVID-19 pandemic on employee work stress. The results obtained from this study are that there are three types of stress during the covid-19 pandemic, namely anxiety due to traditional factors (work stress that occurred both during the pandemic and before the pandemic took place), stress due to the ongoing pandemic (worries about contracting COVID-19, increased workload). Drastic during the pandemic and stress caused by unethical factors that occur in the company.

According to Bernardin and Russell in Akhmad [7, p. 2] Performance results from completing tasks in achieving goals over a certain period. In a predetermined target, it is necessary to set an assessment as a form of attention to the performance of employees because, at the same time, employees need the assessment as feedback. [8]. Therefore, performance appraisal is necessary for every organization as one of the continuous evaluation processes.

According to Akhmad Fauzi and Rusdi Hidayat [7] Job satisfaction and the number of rewards significantly affect a person's performance. In addition, individual performance is influenced by several other factors such as motivation, personal abilities, needs, expectations of rewards, rewards obtained, perceptions of job satisfaction, and other external factors. Therefore, there is a need for performance management in a company to plan and improve the performance of its employees sustainably.

From the description above, it can be concluded that the factors that affect performance can be sourced from within or outside the individual. Depending on how the company's decisions can align between these factors.

### III. RESEARCH METHODS

This qualitative research uses a bibliographic study, which refers to the charting the field method developed by Hesford et al. (2006). The method of charting the field seeks to classify from various research perspectives such as research topics, research methods and sources of disciplines.

This study uses a quantitative descriptive approach to measure the development of scientific article publications with the theme of employee performance during the covid-19 pandemic by classifying articles based on research topics, methods used in research, sources of disciplines, year of publication, research samples, countries where the research was conducted and the factors that affect performance. The data source used for data analysis comes from the Publish or Perish database. In this approach, the researcher tries to select several research articles on company performance appraisal or the like published in international journals. The journal selection is based on several criteria; First, the selected journals are international journals from 2020 to 2022. Second, Journals can be accessed online. Third, researchers chose articles related to employee performance during the COVID-19 pandemic.

The criteria for selecting the sample for this research are: First, researchers search for international journals using the publish or perish application with the keywords "covid-19", "work from home" and "employee performance". Second, the researchers opened online journal portals one by one. Third, the researchers analyzed whether the journal raised the theme of employee performance during the covid-19 pandemic in each journal. Fourth, if there are no articles that match the keywords, they will be excluded or deleted from this study.

**Table 1. Article List**

No	Research Title	Researcher Name	Publication Journal
1	How does hotel employees' satisfaction with the organization's COVID-19 responses affect job insecurity and job performance?	[9]	Journal of Sustainable Tourism (Taylor & Francis)
2	Do mindfulness and perceived organizational support work? Fear of COVID-19 on restaurant frontline employees' job insecurity and emotional exhaustion	[10]	International Journal of Hospitality Management (Elsevier)
3	Empowering Leadership and Individual Creativity: The Mediation Role of Psychological Empowerment in Facing Covid-19 Pandemic	[11]	Journal of Asian Finance, Economics and Business

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| 4  | Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak   | [12] | Journal Of Knowledge Management (Emerald Publishing Limited)                      |
| 5  | The Psychological Implications of COVID-19 on Employee Job Insecurity and its Consequences: The Mitigating Role of Organizational Adaptive Practices   | [13] | American Psychological Association  |
| 6  | The Stress-Induced Impact of COVID-19 on Tourism and Hospitality Workers   | [14] | Sustainability (MDPI)   |
| 7  | How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences  | [15] | International Journal of Hospitality Management (Elsevier)                        |
| 8  | Investigating the impact of pandemic job stress and transformational leadership on innovative work behavior: The mediating and moderating role of knowledge sharing  | [16] | Journal of Innovation & Knowledge (Elsevier)                                      |
| 9  | Impacts of the COVID-19 pandemic on employees' work stress, well-being, mental health, organizational citizenship behavior, and employee-customer identification   | [17] | Journal of Hospitality Marketing & Management                                     |
| 10 | Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions  | [18] | International Journal of Hospitality Management (Elsevier)                        |
| 11 | Employees' Job Satisfaction and Performance through Working from Home during the Pandemic Lockdown   | [19] | Environment-Behavior Proceedings Journal  |
| 12 | Job Insecurity, Job Instability, and Job Satisfaction in the Context of the COVID-19 Pandemic  | [20] | Journal of Competitiveness  |
| 13 | Workplace responses to COVID-19 associated with mental health and work performance of employees in Japan   | [21] | Journal of Occupational Health (Wiley)  |
| 14 | Organizational Climate, Opportunities, Challenges And Psychological Wellbeing Of The Remote Working Employees During Covid-19 Pandemic: A General Linear Model Approach With Reference To Information Technology Industry In Hyderabad | [22] | International Journal of Advanced Research in Engineering and Technology (Scopus) |

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| 15 | Predicting Job Satisfaction And Work Engagement Behavior In The Covid-19 Pandemic: A Conservation Of Resources Theory Approach  | [23] | Business Administration and Management                            |
| 16 | Re-Engineering the Human Resource Strategies Amid and Post-Pandemic Crisis: Probing into the Moderated Mediation Model of the High-Performance Work Practices and Employee's Outcomes | [24] | Frontiers in Psychology (Organizational Psychology)               |
| 17 | Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia   | [25] | The Journal of Contemporary Issues in Business and Government     |
| 18 | The Role of Employee Relations in Shaping Job Satisfaction as an Element Promoting Positive Mental Health at Work in the Era of COVID-19  | [26] | International Journal of Environmental Research and Public Health |
| 19 | To Examine The Mediating Impact Of Work Engagement Among The Relationship Of Human Resource Management Practices And Service Recovery Performance During Pandemic-19                  | [27] | International Journal Of E-Business And E-Government Studies      |
| 20 | The COVID-19 pandemic and the role of responsible leadership in health care: thinking beyond employee well-being and organizational sustainability                                    | [28] | Leadership in Health Services (Emerald)                           |
| 21 | The Influence of Internal Marketing and Job Satisfaction on Task Performance and Counterproductive Work Behavior in an Emerging Market during the COVID-19 Pandemic                   | [29] | International Journal of Environmental Research and Public Health |
| 22 | Unlocking the COVID-19 Lockdown: Work from Home and Its Impact on Employees   | [30] | Research Square   |
| 23 | Work during COVID-19: assessing the influence of job demands and resources on practical and psychological outcomes for employees  | [31] | Asia-Pacific Journal of Business Administration (Emerald)         |
| 24 | Work from Home: Measuring Satisfaction between Work–Life Balance and Work Stress during the COVID-19 Pandemic in Indonesia  | [32] | Economies   |
| 25 | Work-Family Conflict and Worker's Performance during Covid-19 Pandemic: What is the Role of Readiness to Change Mentality?  | [33] | International Journal of Science and Management Studies           |

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26	Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance	[34]	Cogent Business & Management (Taylor & Francis)
27	Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction	[35]	Current Psychology (Springer)

Source: Data processed 2022

### IV. RESULTS AND DISCUSSION

In obtaining these articles, researchers searched the publish or perish 8 application in the range of 2020 to 2022 because research that reviewed the impact of the COVID-19 pandemic began in that year. The articles obtained in this study amounted to 27 articles from various international journals that met the study's criteria. This article is classified based on the year of publication, research topics, methods used in research, research samples, countries where the research was conducted and factors that affect employee performance.

#### A. Classification by year of publication

The issue of problems arising from the COVID-19 pandemic is the latest. An article that examines employee performance during the covid-19 pandemic was first published in 2020. Therefore the researchers took the range of 2020-2022 to collect the literature in this study. Based on Table 2, 2021 was the year in which research on employee performance was published during the COVID-19 pandemic with as many as 15 articles, then in 2020 with 10 papers and in 2022, with as many as 2 essays.

In 2020, most articles researched how to improve employee performance amid concerns about the COVID-19 pandemic. Then the results obtained that the role of superiors greatly influences employee motivation to improve their performance in various ways, communicate the obstacles and drivers of employee performance progress, and involve employees in making decisions to feel valued and become part of the company.

In 2021, the most common year for the publication of research articles on employee performance during the covid-19 pandemic, there are many similarities between variables in several studies. The paper in 2021 analyzes a lot of the factors that are the triggers and the factors that hinder employee performance during the covid-19 pandemic. Factors that trigger employee performance include; company support in terms of employee welfare, facilities and incentives provided by the company so that job satisfaction arises, company resilience in the face of the covid-19 pandemic so that employees believe that the company where they work will continue to grow even in difficult times. While the factors that hinder the company's performance.

In addition, in 2021 many articles will review the phenomenon of working from home during the covid-19 pandemic. Several articles conclude that the work-from-home system positively impacts employee performance and company owners. From an employee perspective, working from home improves the balance between work and life, multitasking and efficiency of working hours. However, several studies have also concluded that working from home can significantly reduce employee performance. This is because when working at home, there will be inhibiting factors such as disturbances at home, excess roles played by employees and discomfort at work due to a less conducive work environment.

Meanwhile, this year, 2022, not many articles on employee performance during the COVID-19 pandemic have been published. In addition, the research discussion is still the same as in previous years, namely examining the impact of COVID-19 on employee performance.

Table. 1 Classification based on the year of publication of the article

No	Journal Year	Number of Articles	Percentage
1	2020	10	37%
2	2021	15	56%
3	2022	2	7%
	<b>Total</b>	<b>27</b>	<b>100%</b>

Source: Data processed 2022

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## B. Classification Based on Research Topic

The classification of articles on employee performance based on research topics is divided into antecedents and consequences. According to Edy Suprianto and Doddy Setiawan [36] Antecedents mean what factors cause a study to occur. In this study it can be interpreted what factors caused an increase or decrease in employee performance during the covid-19 pandemic. At the same time, the consequences understand the impact or influence of employee performance during the covid-19 pandemic. Table 3 shows the classification of articles that discuss employee performance during the covid-19 pandemic. From Table 3, it can be concluded that for 3 years, research on employee performance during the COVID-19 pandemic mainly discussed antecedent topics, namely 24 scientific articles or 89%, while those concerning the topic of consequences were 3 scientific articles or 11%.

Table II. Classification of Articles Based on Research Topics

Topics	Number of Articles	Percentage
Antecedent	24	89%
Consequence	3	11%
<b>Total</b>	<b>27</b>	<b>100%</b>

Source: Data processed 2022

## C. Classification of Articles Based on Research Methods

Table 4 shows the characteristics or methods used in research on employee performance during the covid-19 pandemic, which are classified into analytical and survey methods. The analytical method is the most commonly used. This method is a method in which researchers analyze data and provide interpretations based on that data to provide helpful information for users. The analytical approach consists of quantitative and qualitative data analysis techniques. Quantitative or numerical analysis techniques are data or observations that can be calculated accurately. Analytical techniques generally use methodological and statistical models [37].

The results of the author's analysis obtained as many as 1 article using analytical methods with qualitative data in this literature study or 4%.

While the survey method is a data collection method used to collect information by collecting data from a sample or population. As a result, most of the articles sampled in this study used the survey method, namely 26 articles using the Survey method in research writing or 96% of the total research on employee performance during the COVID-19 pandemic from the 2020-2022 range.

Table III. Classification of Articles Based on Research Methods

No	Methodology	Number of Articles	Percentage
1	Analytical	1	4%
2	Survey	26	96%
	<b>Total</b>	<b>27</b>	<b>100%</b>

Source: Data processed 2022

## D. Classification of Articles Based on Research Samples

Table 5 shows the grouping of samples by job level. 2 articles use models at the manager level to analyze employee performance. This is because the manager is considered the main point that can affect the performance of other employees. The variables used in assessing employee performance at the manager level are also different from those used in determining employee performance at the employee level. Several studies use the variables of leadership, communication skills, and employee welfare in evaluating employee performance at the manager level. Meanwhile, several articles use variables such as work stress, work environment, and job satisfaction to assess employee performance at the employee level.

Table IV. Classification of Articles Based on Research Samples

No	Methodology	Number of Articles	Percentage
1	Employee Level	25	93%
2	Manager Level	2	7%
	<b>Total</b>	<b>27</b>	<b>100%</b>

Source: Data processed 2022

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### E. Classification of Articles Based on Sources of Disciplines

One method of charting the field is classifying articles based on disciplines' sources. The result turns out that the issue of employee performance during the COVID-19 pandemic is not only attractive in economics. This is shown in table 6 which groups articles by field of science. Most articles with the title of employee performance during the COVID-19 pandemic came from the discipline of economics, namely 19 articles or 70%. However, it turns out that this research topic is also interesting in tourism, especially the hospitality sector. This is shown from article data that examines employee performance during the COVID-19 pandemic in the field of tourism as many as 4 articles or by 15%. Then, several articles also discuss similar issues in the area of medical science, administration and information technology.

**Table V. Classification of Articles Based on Sources of Disciplines**

No	Knowledge field	Number of Articles	Percentage
1	Administration	1	4%
2	Economy	19	70%
3	Medical	2	7%
4	Tourist	4	15%
5	Information technology	1	4%
	<b>Total</b>	<b>27</b>	<b>100%</b>

Source: Data processed 2022

### F. Classification of Articles by Country of Research

The classification of articles based on the country where the research was conducted is intended to find out which country is more concerned with the issue of employee performance during the COVID-19 pandemic and the differences in research results obtained in each country. In this study, 13 countries became the object of research.

The country that conducted the most research on employee performance during the COVID-19 pandemic in this article was India, which was 6 articles or 22% of the total articles studied. The employee to the manager level sample was carried out in India. Some of the variables widely studied in this country include; work pressure, job satisfaction, work environment and employee welfare during the COVID-19 pandemic. Most research results conclude that work pressure during the covid pandemic, an unsafe work environment, and applying for work from home negatively affect employee performance in India. While at the manager level the results obtained concluded that the manager's ability to communicate.

The second country with the most research on the impact of the COVID-19 pandemic on employee performance is Indonesia, which is 5 articles or 19%. Applying for work from home during the COVID-19 pandemic is the most researched topic in this country. The results can be concluded that applying work from home significantly positively affects employee performance in Indonesia.

While the research conducted in the United States uses antecedent topics, namely the factors that motivate Performance Appraisal. The results that can be concluded from a study conducted in this country are that work discomfort, work pressure, work stress and emotional exhaustion during the COVID-19 pandemic reduce employee performance in the United States.

In addition, studies in other countries such as Saudi Arabia, China, Japan, South Korea, Malaysia, Pakistan, Poland, Romania, Serbia and Vietnam use samples at the employee level.

**Table VI. Classification of Articles by Country of Research**

No	Country	Number of Articles	Percentage
1	United States of America	3	11%
2	Saudi Arabia	1	4%
3	China	1	4%
4	India	6	22%
5	Indonesia	5	19%
6	Japan	1	4%
7	South Korea	2	7%
8	Malaysia	1	4%
9	Pakistan	1	4%

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10	Poland	1	4%
11	Romania	3	11%
12	Serbia	1	4%
13	Vietnamese	1	4%
<b>Total</b>		<b>27</b>	<b>100%</b>

Source: Data processed 2022

### G. Classification of Articles Based on Factors Affecting Performance

The novelty of this article is that researchers try to classify the factors that affect employee performance during the covid-19 pandemic. This classification is intended so readers can find out what aspects employees feel influence the increase or decrease in performance during the COVID-19 pandemic. However, in this classification, not all articles can be sampled. Only articles that have antecedent topics can be used for the classification sample.

Figure 3 shows that three factors affect employee performance during the COVID-19 pandemic: employee psychological factors, employee physical factors, and factors originating from the organization or company where the employee works. Psychological factors include fear or anxiety about the covid-19 pandemic, job satisfaction, fatigue, work stress and employee self-esteem. Employee physical factors that can affect performance include; employee health condition, age, gender and lifestyle of employees. In comparison, the elements originating from the organization where the employee works are company support, competent leaders, work motivation, company commitment, teamwork, work environment, communication, working hours and work instability during the pandemic.

Of the three factors, it turns out that the one that has the most influence on employee performance is the employee's psychological factor, which is 45%. Excessive anxiety about being infected with the Covid-19 virus is the reason most employees complain, plus work stress due to fatigue, which reduces employee productivity. Not much different from psychological factors, it turns out that factors originating from the organization also significantly influence employee performance, which is 42%. The company's support and commitment to stay afloat during the pandemic have created a sense of trust in the employees of the companies where they work. According to [38], how to lead a boss in a company will determine the success of the work given to employees. Competent leaders can motivate employees, conduct training and appreciate employee work, making employees always try to do their best in their work. In addition, the work environment, relations between employees, good communication and teamwork can also affect employee performance.

Figure 1. Diagram Classification Based on Factors Affecting Performance



### V. CONCLUSION

In this study, researchers used 27 articles that discussed the theme of employee performance during the covid-19 pandemic published in international journals within a span of 3 years, from 2020 to 2022 by classifying them based on the topic of discussion, year of publication, and methods used in the study, research sample, source of discipline, the country where the research was conducted and factors influencing performance.

Based on the analysis conducted by the researcher, it can be seen that the antecedent topic is the most widely used, with a percentage of 89% (24 articles). The consequence topic is only 11% (3 articles) of the total sample. The year with the most studies on employee performance during the COVID-19 pandemic was 2021 at 56% (15 articles), then in 2020 at 37% (10 articles). The most widely used research method is the survey method, which is 96% (26 articles) while the analytical method is about 4% (1 article). Articles that use a sample of employees at the employee level (employees) are 25 articles or 93%, while articles that use a model of employees at the manager level are 2 articles or 7%. The grouping based on the source of the discipline that most



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raised the theme of employee performance during the covid-19 pandemic was in the field of Economics, which was 70% or as many as 19 articles. Then in tourism by 15% and medicine by 7%. The countries that are interested in conducting research on employee performance issues during the COVID-19 pandemic are India (26%), Indonesia (19%) and the United States (15%). In addition, the factors that affect employee performance during the covid-19 pandemic mostly come from employee psychological factors 45% and characteristics of the organization where the employee works 42%.

This research has several limitations. The classification process carried out in this study is still manually using Microsoft Excel. For further investigation it is expected to use data test applications such as Nvivo, bibliometrics or Vosviewer to avoid errors due to manual classification. Then the sample used in this study is still minimal because research on the issue of the COVID-19 pandemic has only been carried out in the last three years. Therefore, further research is expected to increase the number of samples as a classification material. In addition, the researcher suggests that the following research add a classification based on the study's results to make it easier to conclude.

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