

# The Impact of COVID-19 Pandemic Daily Work Stress and (1).docx

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**Submission date:** 25-May-2023 01:41AM (UTC-0500)

**Submission ID:** 2766594736

**File name:** The\_Impact\_of\_COVID-19\_Pandemic\_Daily\_Work\_Stress\_and\_1\_.docx (59.18K)

**Word count:** 2515

**Character count:** 14248

# The Impact of COVID-19 Pandemic: Daily Work Stress and Work Performance between Work from Home (WFH), Work from Office (WFO) and Hybrid in Indonesia

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## ABSTRACT

**Introduction:** This study aimed to examine the differences in daily work stress and work performance among respondents working from home (WFH), in the office (WFO), or through a scheduled hybrid arrangement during the COVID-19 pandemic.

**Materials and Methods:** A total of 400 respondents across various provinces in Indonesia participated in this study. Data were collected using structured questionnaires, which included a demographic survey, the Work Performance Scale (WPS), and the Daily Work Stress Scale. A cross-sectional design with a non-probability sampling method was employed, and data were analyzed using the Chi-Square test.

**Results:** Findings revealed that respondents exhibited varying levels of work stress—high, moderate, and low—across WFH ( $p > 0.001$ ), WFO ( $p > 0.001$ ), and hybrid arrangements ( $p > 0.001$ ). Despite these variations in stress levels, respondents consistently demonstrated good work performance across all work settings.

**Conclusions:** The results indicate that although workers experience different levels of work stress depending on their work arrangement, they are still able to perform their tasks effectively and maintain good performance.

## KEYWORDS:

Global COVID-19 Crisis, Routine Occupational Stress, Job Performance, Behavioral Health Professionals

## INTRODUCTION

The 2019 Corona Virus Disease (COVID-19) was declared a Covid-19 Pandemic by the World Health Organization (WHO) on March 11, 2020.<sup>1</sup> President of Indonesia through Presidential Decree of the Republic of Indonesia Number 12 of 2020 concerning the Determination of Non-Natural Disaster of the Spread of COVID-19 as a National Disaster.<sup>2,3</sup> When there is a change in the scheduling of working from home and in the office, four problems arise, namely the psychological contract, the emergence of mistrust which the individuals feel distrusted that they are working, third, the emergence of workplace disruptions and finally the conflict between work life and home life.<sup>4</sup> Stress also arises due to repetitive or monotonous behaviors, such as the stress of performing office work at home with the distraction of the home environment, reduced physical activity, and increased

screen viewing.<sup>5</sup> Some things that cause stress when working in an office, especially a service, tourism, or hospitality office during a pandemic such as, anxiety over work termination, a quiet work environment, work boredom due to decreased mobility.<sup>6</sup> Research conducted in the United States shows that from 1,165 workers, around 17.8% reported having anxiety and depression, as many as 5.8% experienced only symptoms of anxiety, and 4.5% experienced symptoms of depression. Predictors that cause this to happen are the fear of transmission from life-threatening COVID-19, family financial threats, because during the COVID-19 period there were many employee terminations, and the third is the stressful atmosphere of the office or workplace.<sup>7</sup> Stress that occurs due to working during the COVID-19 pandemic can cause anxiety that reduces sleep quality, which reduces work quality.<sup>8</sup>

This will affect the performance of employees is determined by multiple factors, including the nature of their occupational role, work shifts, job-related stressors, work-family conflict, satisfaction with the professional environment, and remuneration. In contrast, the COVID-19 pandemic has reshaped working arrangements, which in some cases have contributed to enhanced performance, particularly among younger employees. Empirical evidence suggests that common challenges—such as early morning schedules and reliance on public transportation—may be mitigated through remote working modalities, thereby facilitating improved productivity outcomes.<sup>10</sup>

## MATERIALS AND METHODS

This research is a quantitative study with a cross-sectional method. This study aims to see the relationship of stress experienced by workers to the work performance of workers in Indonesia, whether WFO, WFH, or scheduled WFO and WFH during the COVID-19 Pandemic. Research respondents were workers from 34 provinces in Indonesia with inclusion criteria outside who did not experience shift changes at work during the Pandemic. Sampling using random sampling with respondents who participated in this study were 400 respondents. Respondent data received was processed using the univariate test, namely the frequency distribution test and central tendency and bivariate test using the chi-square test. This research was conducted for approximately one year and data collection started in May 2021.

**Table I: Description of the consequences experienced by employees engaged in WFH and WFO settings in Indonesia (n = 400)**

Variable	Total	Percentage (%)
<b>The impacts felt during WFH</b>		
Saturated	193	48.25
Working over working hours	192	48
Gadget addiction	144	36
Difficult to manage time	141	35.25
Decreased eye health	126	31.5
Workload increased	113	28.25
Increased daily cost of living	113	28.25
Weight gain	90	22.5
Work not finished	76	19
No barriers	15	3.75
<b>The impact felt during the WFO</b>		
Worried about the health of yourself and your family	336	84
Lots of health protocols	172	43
Cost of purchasing personal supplements (excluding the company's responsibility)	149	37.25
Routine swabs	107	26.75
Difficult to coordinate staff scheduling	45	11.25
No barriers	5	1.25

**Table II: Examination of the association between daily occupational stress and job performance among remote workers (n = 57)**

Variable Independent Daily Work Stress	Variable Dependent Work Performance		p value
	Pre-treatment	Post-treatment	
Moderate	2 (18.2)	9 (81.8)	0.809
Low	7 (15.2)	39 (84.8)	
Total	9 (15.8)	48 (84.2)	

**Table III: Evaluating the Association between Daily Occupational Stress and Job Performance among Office-Based Employees (n = 143)**

Variable Independent Daily Work Stress	Variable Dependent Work Performance		p value
	Moderate, No (%)	Good, No (%)	
High	0	1 (100)	0.006
Moderate	7 (46.7)	8 (53.3)	
Low	2 (1.6)	125 (98.4)	
Total	9 (6.3)	134 (93.7)	

**Table IV: Analysis of the correlation between day-to-day work stress and employee performance under scheduled office-based and home-based work settings (n = 200).**

Variable Independent Daily Work Stress	Variable Dependent Work Performance		p value
	Moderate, No (%)	Good, No (%)	
High	0	2 (100)	0.336
Moderate	4 (10.3)	35 (89.7)	
Low	7 (4.4)	152 (95.6)	
Total	11 (5.5)	189 (94.5)	

The questionnaire B was a questionnaire to measure work performance developed by Koopmans 2014<sup>1</sup> has a Cronbach alpha value of 0.92 and  $r = +0.83$  with a total of 21 questions. This questionnaire has been used and adapted in research in Indonesia. Questionnaire C is a questionnaire that measures daily work stress developed by Lait & Wallace this questionnaire has six questions and has an alpha-Cronbach value of 0.921. This research also pays attention to ethical principles, and has been reviewed.

## DISCUSSION

The most commonly reported impacts of working from home among employees include feelings of boredom (48.25%), working beyond official hours (48%), increased reliance on digital devices (36%), difficulties in managing time between professional tasks and domestic distractions (35.25%), as well as a decline in eye health (31.5%). These findings align with Woodruff's research, which suggests that stress can emerge from repetitive or monotonous activities, often leading to boredom—particularly when the same routines are performed daily within the home environment,

Distractions during work can hinder individuals' ability to perform tasks effectively, reduce productivity, and promote sedentary behavior, as employees often spend prolonged hours staring at gadget screens. Such patterns not only contribute to weight gain but also negatively affect eye health due to excessive screen exposure throughout the working day. Findings from this study further indicate that employees working from the office (WFO) express concerns regarding their own health and that of their families (84%), adherence to numerous health protocols (43%), personal expenses for supplements not covered by the company (37.25%), the burden of routine swab testing (26.75%), and challenges in coordinating staff schedules (11.25%)<sup>11</sup>. Moreover, a survey conducted by IDN Times revealed that 75% of Indonesian workers perceive WFO arrangements as beneficial for easier coordination, enhanced communication, increased focus, and clearer separation between work and home life. However, office-based work is also associated with heightened anxiety over personal and family health, fear of mortality, paranoid thoughts toward colleagues suspected of carrying the virus, absenteeism, and ultimately declining work performance<sup>12-14</sup>. Related concerns have been linked to 5.8% prevalence of anxiety and 4.5% prevalence of depression, largely driven by fear of infection, although employees continue to work due to economic necessity<sup>7</sup>.

The results of this study are very interesting because both individuals who have moderate, low and high stress levels by working WFO, WFH, or alternate entry scheduling have good work performance. Another study also mentioned that both working at home and in the office have the same efficiency in achieving performance.<sup>15</sup> There are several things that cause workers to continue to have good work performance such as concerns about not having a job or termination of employment, 6. Professions/job desk, work shifts, work pressure, work-family conflict, practice environment satisfaction, and salary satisfaction.<sup>9</sup> So it can be said that stress is only one of the factors that influence but not the main problem, there are other things that may be the cause of why in this study work performance remains good, further research needs to be done to find out other factors that cause work performance to always be good.

The important thing to note from the results of this study is that there are workers who experience high stress, but still carry out tasks well, this could be because respondents have good stress management or good emotional intelligence.<sup>16</sup> Stress that occurs based on this research cannot be ignored or not handled by the company because stress can become anxiety and develop into depression and other psychiatric problems. In the end the company will lose workers due to physical or psychological health problems. WFH workers can still achieve the expected work targets and in terms of benefits, the company can also consider efficiency in the aspect of energy by around 25% compared to before the Covid-19 pandemic. Emissions dropped 7 times smaller than emissions in 2009 where it is estimated to be the lowest emission period, namely the economic crisis.<sup>17-20</sup> From the aspect of workers, many workers also hope to continue working by telecommuting even though the COVID-19 pandemic has ended because it is considered more efficient and not time consuming to get to the office.<sup>21</sup> Other research also states that both working at home and in the office have the same efficiency in achieving performance.<sup>15</sup> Moreover, providing the option to WFH to workers may encourage them

To pursue what benefits them individually while upholding dedication to their employer, which enhances internal motivation and encourages reciprocal conduct.<sup>22</sup>

## CONCLUSION

This study illustrates that there is no significant relationship the linkage between routine job stress and employee performance. Work performance of workers is in good condition despite high levels of stress. However, the company must also pay attention to the mental health of workers because untreated stress will drag on into severe psychological problems and result in burn out. Good work performance from each method can be considered as a determination to become a provision that has a standard implementation procedure.

## ACKNOWLEDGMENT

The research participants who agreed to participate in this study have our sincere gratitude. We also thank the Director General of Health Malaysia and Editor in Chief for permission to publish this research.

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