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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 --Manuscript Draft--

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The ~~i~~mpact 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: The purpose of this research aimed to investigate the difference between daily work stress and work performance in respondents who work from home (WFH), work from office (WFO), or vice versa on a scheduled basis during the pandemic COVID-19 period, followed by 400 respondents from all over the province in Indonesia. Instruments utilized were structured questionnaires including a demographic questionnaire, work performance scale (WPS) and, daily work stress scale. The design used was cross-sectional with a non-probability sampling method and the data analysis with chi-square. The respondents were 400 respondents. The result shows that both respondents who had high, moderate, and low-stress levels on WFH work from home ($P>0.001$), work from office ($P>0.001$), and hybrid ($P>0.001$). Respondents also had good work performance with all varied work methods. Conclusions: Based on this research, each worker has more varied work stress, even though they still carry out their jobs well, and have good performance.

KEYWORDS: COVID-19, daily work stress, work performance, mental health workers

INTRODUCTION

The 2019 Corona Virus Disease (COVID-19) was declared a COVID-19 Pandemic by the World Health Organization (WHO) on March 11, 2020.¹ 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.^{2,3}

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.⁴ Stress also arises due to repetitive or monotonous behaviours, such as the stress of performing office work at home with the distraction of the home environment, reduced physical activity and increased screen viewing.⁵ 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 and work boredom due to decreased mobility.⁶ Research conducted in the United states⁷ 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 termination and the third is the stressful atmosphere of the office or workplace.⁷ Stress that occurs due to working during the COVID-19 pandemic can cause anxiety that reduces sleep quality, which reduces work quality.⁸

This will affect the work performance of workers. Individual work performance is influenced by the type of work profession performed, work shift, work pressure, work-family conflict, practice environment satisfaction and salary satisfaction.⁹ Or on the contrary, the COVID-19 pandemic has also changed working methods that can improve the performance of workers, especially young workers because based on research that the signatures faced by workers are

difficulties in getting up early, using public transportation etc. can be resolved by working at home.¹⁰

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.

The questionnaires used were three questionnaires, namely questionnaire A of respondent characteristics, the questionnaire B was a questionnaire to measure work performance developed by Kooppmans 2014 has a Crombach alpha value of 0.92 and $r = +0.83$ with a total of 21 questions. 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.

RESULT

Table 1: Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
| Saturated | 193 | 48.25 |
| Working over working hours | 192 | 48 |

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|--|-----|-------|
| 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 |
| The impact felt during the WFO | | |
| 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 |

[WFH, work from home; WHO, World Health Organization.](#)

Table II: Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -value |
|---|--|--------------|-----------------|
| | Moderate, No (%) | Good, No (%) | |
| Moderate | 2 (18.2) | 9 (81.8) | 0.809 |
| Low | 7 (15.2) | 39 (84.8) | |
| Total | 9 (15.8) | 48 (84.2) | |

[WFH, work from home.](#)

Table III: Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -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) | |

[WFO, work from office.](#)

Table IV. Analysis of the relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P-Value#alue</i> |
|---|--|--------------|---------------------|
| | 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) | |

WFH, work from home; WFO, work from office.

DISCUSSION

The impact of Work From Home WFH experienced based on table I by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior. This will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%) and difficult coordination of staff scheduling (11.25%)¹¹-states that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance.¹²⁻¹⁴ Even this concern caused 5.8% of anxiety, 4.5% of

depression due to the fear of being infected by the virus, but workers must continue to work for the sake of their economic survival⁷

The results of this study showed table II, III, and IV 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 performance¹⁵. 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 employment⁶; Professions/job desk, work shifts, work pressure, work-family conflict, practice environment satisfaction, and salary satisfaction⁹. 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 well¹; this could be because respondents have good stress management or good emotional intelligence¹⁶. 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 crisis¹⁷⁻²⁰. 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 office²¹. Other research

also states that both working at home and in the office have the same efficiency in achieving performance¹⁵. Moreover, providing the option to WFH to workers may encourage them to act in their own best interest and remain committed to their employers, increasing employees' intrinsic motivation and reciprocal behavior²².

CONCLUSION

This study illustrates that there is no significant relationship between daily work stress and work performance in workers. 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.

ACKNOWLEDGEMENTS

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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RESULT

Table 1: Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
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| Working over working hours | 192 | 48 |

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| Gadget addiction | 144 | 36 |
| Difficult to manage time | 141 | 35.25 |
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Table II: Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -value |
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| Moderate | 2 (18.2) | 9 (81.8) | 0.809 |
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| Total | 9 (15.8) | 48 (84.2) | |

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Table III: Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -value |
|---|--|--------------|-----------------|
| | Moderate, No (%) | Good, No (%) | |
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| Moderate | 7 (46.7) | 8 (53.3) | |
| Low | 2 (1.6) | 125 (98.4) | |
| Total | 9 (6.3) | 134 (93.7) | |

[WFO, work from office.](#)

Table IV. Analysis of the relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P-Value</i> # <i>alue</i> |
|---|--|--------------|------------------------------|
| | Moderate, No (%) | Good, No (%) | |
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DISCUSSION

The impact of Work From Home WFH experienced based on table I by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior. This will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%) and difficult coordination of staff scheduling (11.25%)¹¹-states that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance.¹²⁻¹⁴ Even this concern caused 5.8% of anxiety, 4.5% of

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The results of this study [showed table II, III, and IV](#) are very interesting because both individuals who have moderate, low and high stress levels by working WFO, WFH⁵, 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 performance¹⁵. 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 employment⁶; Professions/job desk, work shifts, work pressure, work-family conflict, practice environment satisfaction⁵, and salary satisfaction⁹. 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.

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The ~~i~~mpact 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: The purpose of this research aimed to investigate the difference between daily work stress and work performance in respondents who work from home (WFH), work from office (WFO), or vice versa on a scheduled basis during the pandemic COVID-19 period, followed by 400 respondents from all over the province in Indonesia. Instruments utilized were structured questionnaires including a demographic questionnaire, work performance scale (WPS) and, daily work stress scale. The design used was cross-sectional with a non-probability sampling method and the data analysis with chi-square. The respondents were 400 respondents. The result shows that both respondents who had high, moderate, and low-stress levels on WFH ~~work from home~~ ($P>0.001$), work from office ($P>0.001$), and hybrid ($P>0.001$). Respondents also had good work performance with all varied work methods. Conclusions: Based on this research, each worker has more varied work stress, even though they still carry out their jobs well, and have good performance.

KEYWORDS: COVID-19, daily work stress, work performance, mental health workers

INTRODUCTION

The 2019 Corona Virus Disease (COVID-19) was declared a COVID-19 Pandemic by the World Health Organization (WHO) on March 11, 2020.¹ 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.^{2,3}

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.⁴ Stress also arises due to repetitive or monotonous behaviours, such as the stress of performing office work at home with the distraction of the home environment, reduced physical activity and increased screen viewing.⁵ 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 and work boredom due to decreased mobility.⁶ Research conducted in the United states⁷ 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 termination and the third is the stressful atmosphere of the office or workplace.⁷ Stress that occurs due to working during the COVID-19 pandemic can cause anxiety that reduces sleep quality, which reduces work quality.⁸

This will affect the work performance of workers. Individual work performance is influenced by the type of work profession performed, work shift, work pressure, work-family conflict, practice environment satisfaction and salary satisfaction.⁹ Or on the contrary, the COVID-19 pandemic has also changed working methods that can improve the performance of workers, especially young workers because based on research that the signatures faced by workers are

difficulties in getting up early, using public transportation etc. can be resolved by working at home.¹⁰

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.

The questionnaires used were three questionnaires, namely questionnaire A of respondent characteristics, the questionnaire B was a questionnaire to measure work performance developed by Kooppmans 2014 has a Crombach alpha value of 0.92 and $r = +0.83$ with a total of 21 questions. 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.

RESULT

Table 1: Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
| Saturated | 193 | 48.25 |
| Working over working hours | 192 | 48 |

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| | | |
|--|-----|-------|
| 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 |
| The impact felt during the WFO | | |
| 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 |

[WFH, work from home; WHO, World Health Organization.](#)

Table II: Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -value |
|---|--|--------------|-----------------|
| | Moderate, No (%) | Good, No (%) | |
| Moderate | 2 (18.2) | 9 (81.8) | 0.809 |
| Low | 7 (15.2) | 39 (84.8) | |
| Total | 9 (15.8) | 48 (84.2) | |

[WFH, work from home.](#)

Table III: Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -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) | |

[WFO, work from office.](#)

Table IV. Analysis of the relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P-Value#alue</i> |
|---|--|--------------|---------------------|
| | 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) | |

WFH, work from home; WFO, work from office.

DISCUSSION

The impact of Work From HomeWFH experienced based on table I by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior. This will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%) and difficult coordination of staff scheduling (11.25%)¹¹-states that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance.¹²⁻¹⁴ Even this concern caused 5.8% of anxiety, 4.5% of

depression due to the fear of being infected by the virus, but workers must continue to work for the sake of their economic survival⁷

The results of this study showed table II, III, and IV 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 performance¹⁵. 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 employment⁶; Professions/job desk, work shifts, work pressure, work-family conflict, practice environment satisfaction, and salary satisfaction⁹. 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 well¹; this could be because respondents have good stress management or good emotional intelligence¹⁶. 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 crisis¹⁷⁻²⁰. 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 office²¹. Other research

also states that both working at home and in the office have the same efficiency in achieving performance¹⁵. Moreover, providing the option to WFH to workers may encourage them to act in their own best interest and remain committed to their employers, increasing employees' intrinsic motivation and reciprocal behavior²².

CONCLUSION

This study illustrates that there is no significant relationship between daily work stress and work performance in workers. 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.

ACKNOWLEDGEMENTS

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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ORIGINAL ARTICLE

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: The purpose of this research aimed to investigate the difference between daily work stress and work performance in respondents who work from home (WFH), office (WFO), or vice versa on a scheduled basis during the pandemic Covid-19 period. Followed by 400 respondents from all over the province in Indonesia. Instruments utilized were structured questionnaires including a demographic questionnaire, work performance scale (WPS), daily work stress scale. The design used was cross-sectional with a nonprobability sampling method and the data analysis with Chi-Square. The respondents were 400

respondents. The result: shows that both respondents who had high, moderate, and low-stress levels on work from home ($P>0.001$), work from office ($P>0.001$), and Hybrid ($P>0.001$). Respondents also had good work performance with all varied work methods.

Conclusions: Based on this research, each worker has more varied work stress, even though they still carry out their jobs well, and have good performance.

Keyword: Pandemic Covid-19, Daily Work Stress, Work Performance, Mental Health Workers

INTRODUCTION

The 2019 Corona Virus Disease (Covid-19) was declared a Covid-19 Pandemic by the World Health Organization (WHO) on

March 11, 2020¹. 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^{2,3}. 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 life⁴. 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 viewing⁵. 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 mobility⁶. 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 termination, and the third is the stressful atmosphere of the office or workplace⁷. Stress that occurs due to working during the Covid-19 pandemic can cause anxiety that reduces sleep quality, which reduces work quality⁸.

This will affect the work performance of workers. Individual work performance is influenced by the type of work profession performed, work shift, work pressure, work-family conflict, practice environment satisfaction, and salary satisfaction⁹. Or on the contrary, the Covid-19 pandemic has also changed working methods that can improve the performance of workers, especially young workers because based on research that the signatures faced by workers are

difficulties in getting up early, using public transportation etc. can be resolved by working at home ¹⁰.

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.

The questionnaires used were three questionnaires, namely questionnaire A of respondent characteristics, the questionnaire B was a questionnaire to measure work performance developed by Koopmans 2014¹ 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 Indonesi. 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.

RESULT

Table I. Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
| 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 |
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| The impact felt during the WFO | | |
| 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 |
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| Difficult to coordinate staff scheduling | 45 | 11,25 |
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Table II. Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable Independen Daily Work Stress | Variable Dependenden Work Performance | | p.Value |
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| | Moderate, No (%) | Good, No (%) | |
| Moderate | 2 (18,2) | 9 (81,8) | 0.809 |
| Low | 7 (15,2) | 39 (84,8) | |
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Table III. Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable Independen Daily Work Stress | Variable Dependenden 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 relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable Independen Daily Work Stress | Variable Dependenden 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) | |

DISCUSSION

The impact of Work From Home experienced by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior, this will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO

workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%), difficult coordination of staff scheduling (11.25%)¹¹ States that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance¹²⁻¹⁴. Even this concern caused 5.8% of anxiety, 4.5% of depression due to the fear of being infected by the virus, but workers must continue to work for the sake of their economic survival⁷

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the end the company will lose workers due to
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WFH workers can still achieve the expected
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CONCLUSION

This study illustrates that there is no significant relationship between daily work stress and Work Performance in workers.

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

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ORIGINAL ARTICLE

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: The purpose of this research aimed to investigate the difference between daily work stress and work performance in respondents who work from home (WFH), office (WFO), or vice versa on a scheduled basis during the pandemic Covid-19 period. Followed by 400 respondents from all over the province in Indonesia. Instruments utilized were structured questionnaires including a demographic questionnaire, work performance scale (WPS), daily work stress scale. The design used was cross-sectional with a nonprobability sampling method and the data analysis with Chi-Square. The respondents were 400

respondents. The result: shows that both respondents who had high, moderate, and low-stress levels on work from home ($P>0.001$), work from office ($P>0.001$), and Hybrid ($P>0.001$). Respondents also had good work performance with all varied work methods.

Conclusions: Based on this research, each worker has more varied work stress, even though they still carry out their jobs well, and have good performance.

Keyword: Pandemic Covid-19, Daily Work Stress, Work Performance, Mental Health Workers

INTRODUCTION

The 2019 Corona Virus Disease (Covid-19) was declared a Covid-19 Pandemic by the World Health Organization (WHO) on

March 11, 2020¹. 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^{2,3}. 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 life⁴. 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 viewing⁵. 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 mobility⁶. 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 termination, and the third is the stressful atmosphere of the office or workplace⁷. Stress that occurs due to working during the Covid-19 pandemic can cause anxiety that reduces sleep quality, which reduces work quality⁸.

This will affect the work performance of workers. Individual work performance is influenced by the type of work profession performed, work shift, work pressure, work-family conflict, practice environment satisfaction, and salary satisfaction⁹. Or on the contrary, the Covid-19 pandemic has also changed working methods that can improve the performance of workers, especially young workers because based on research that the signatures faced by workers are

difficulties in getting up early, using public transportation etc. can be resolved by working at home ¹⁰.

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.

The questionnaires used were three questionnaires, namely questionnaire A of respondent characteristics, the questionnaire B was a questionnaire to measure work performance developed by Koopmans 2014¹ 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 Indonesi. 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.

RESULT

Table I. Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
| 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 |
| The impact felt during the WFO | | |
| 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. Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable Independen Daily Work Stress | Variable Dependenden Work Performance | | p.Value |
|--|--|--------------|---------|
| | Moderate, No (%) | Good, No (%) | |
| 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. Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable Independen Daily Work Stress | Variable Dependenden 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 relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable Independen Daily Work Stress | Variable Dependenden 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) | |

DISCUSSION

The impact of Work From Home experienced by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior, this will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO

workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%), difficult coordination of staff scheduling (11.25%)¹¹ States that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance¹²⁻¹⁴. Even this concern caused 5.8% of anxiety, 4.5% of depression due to the fear of being infected by the virus, but workers must continue to work for the sake of their economic survival⁷

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 ¹⁵. 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 ⁹. 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 ¹⁶. 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 ¹⁷⁻²⁰. 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 ²¹. Other research also states that both working at home and in the office have the same efficiency in achieving performance ¹⁵. Moreover, providing the option to WFH to

workers may encourage them to act in their own best interest and remain committed to their employers, increasing employees' intrinsic motivation and reciprocal behavior²².

CONCLUSION

This study illustrates that there is no significant relationship between daily work stress and Work Performance in workers.

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.

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The ~~i~~mpact 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: The purpose of this research aimed to investigate the difference between daily work stress and work performance in respondents who work from home (WFH), work from office (WFO), or vice versa on a scheduled basis during the pandemic COVID-19 period, followed by 400 respondents from all over the province in Indonesia. Instruments utilized were structured questionnaires including a demographic questionnaire, work performance scale (WPS) and daily work stress scale. The design used was cross-sectional with a non-probability sampling method and the data analysis with chi-square. The respondents were 400 respondents. The result shows that both respondents who had high, moderate, and low-stress levels on WFH ~~work from home~~ ($P > 0.001$), work from office ($P > 0.001$), and hybrid ($P > 0.001$). Respondents also had good work performance with all varied work methods.

Conclusions: Based on this research, each worker has more varied work stress, even though they still carry out their jobs well, and have good performance.

KEYWORDS: COVID-19, daily work stress, work performance, mental health workers

INTRODUCTION

The 2019 Corona Virus Disease (COVID-19) was declared a COVID-19 Pandemic by the World Health Organization (WHO) on March 11, 2020¹. 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^{2,3}.

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difficulties in getting up early, using public transportation etc. can be resolved by working at home¹⁰.

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, WFH⁷ 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.

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RESULT

Table 1: Overview of impacts experienced by workers during WFH and WFO in Indonesia (n=400)

| Variable | Total | Percentage (%) |
|-----------------------------|-------|----------------|
| The impacts felt during WFH | | |
| Saturated | 193 | 48.25 |
| Working over working hours | 192 | 48 |

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| Gadget addiction | 144 | 36 |
| Difficult to manage time | 141 | 35.25 |
| Decreased eye health | 126 | 31.5 |
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| Increased daily cost of living | 113 | 28.25 |
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| 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 |

[WFH, work from home; WHO, World Health Organization.](#)

Table II: Analysis of the relationship between daily work stress and work performance in WFH (n = 57)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -value |
|---|--|--------------|-----------------|
| | Moderate, No (%) | Good, No (%) | |
| Moderate | 2 (18.2) | 9 (81.8) | 0.809 |
| Low | 7 (15.2) | 39 (84.8) | |
| Total | 9 (15.8) | 48 (84.2) | |

[WFH, work from home.](#)

Table III: Analysis of the relationship between daily work stress and work performance in WFO (n = 143)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P</i> -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) | |

[WFO, work from office.](#)

Table IV. Analysis of the relationship of daily work stress with work performance in scheduled work methods between WFO and WFH (n=200)

| Variable independent Daily work stress | Variable dependent Work performance | | <i>P-Value</i> # <i>alue</i> |
|---|--|--------------|------------------------------|
| | 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) | |

WFH, work from home; WFO, work from office.

DISCUSSION

The impact of Work From Home WFH experienced based on table I by workers at the top of the list is that workers feel bored (48.25%), work beyond working hours (48%), dependence on gadgets (36%), difficulty managing time between work and distractions that occur at home (35.25%), and decreased eye health (31.5%). This is in accordance with the results of research conducted by Woodruff that stress also arises due to repetitive or monotonous behavior. This will lead to boredom, by doing the same activities every day and doing it at home, distraction when doing work can cause individuals to find it difficult to do work, decreased activity, only looking at the gadget screen so that the majority of activities are carried out sitting so that weight increases and eye health decreases because in a day of working hours or even more just looking at the screen. The results of this study also show that WFO workers are worried about the health of themselves and their families (84%), many health protocols (43%), the cost of purchasing personal supplements (outside of company coverage) (37.25%), routine swabs (26.75%) and difficult coordination of staff scheduling (11.25%)¹¹-states that 75% of IDN Times survey results for workers in Indonesia show that they think working from the office provides easy coordination, communication, more focused, and life between work and home is not mixed. WFO causes anxiety about their own health and family status, death threats, paranoid thinking to colleagues, who suspect the viruses until it appears absent problem and continues by declining the work performance.¹²⁻¹⁴ Even this concern caused 5.8% of anxiety, 4.5% of

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depression due to the fear of being infected by the virus, but workers must continue to work for the sake of their economic survival⁷.

The results of this study [showed table II, III, and IV](#) are very interesting because both individuals who have moderate, low and high stress levels by working WFO, WFH⁵ 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 performance¹⁵. 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 employment⁶; Professions/job desk, work shifts, work pressure, work-family conflict, practice environment satisfaction⁵ and salary satisfaction⁹. 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 well¹; this could be because respondents have good stress management or good emotional intelligence¹⁶. 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 end¹ the company will lose workers due to physical or psychological health problems. WFH workers can still achieve the expected work targets¹ 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 crisis¹⁷⁻²⁰. 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 time²-consuming to get to the office²¹. Other research

also states that both working at home and in the office have the same efficiency in achieving performance¹⁵. Moreover, providing the option to WFH to workers may encourage them to act in their own best interest and remain committed to their employers, increasing employees' intrinsic motivation and reciprocal behavior²².

CONCLUSION

This study illustrates that there is no significant relationship between daily work stress and work performance in workers. 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.

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