

CHAPTER I

INTRODUCTION

A. Background

Health is a regular physical, mental and environmental condition. Health does not mean an absence of disease or infirmity, but it also means having a positive state of physical, mental, and social well-being (WHO, 1986). Health is the most critical issue for every human being and employee, who spend a lot of their time at their workplace. Therefore, the physical and mental health of employees is very important to support their performance.

The mental health of employees is very important to achieve company goals. The cause is that employees play an important role in advancing the company. The company or organization itself is usable as a place for employees to develop, achieve their goals, feel satisfied, and feel valued. Therefore, companies should provide welfare guarantees to employees in their companies. One of the important things is to provide welfare (well-being) in the workplace for employees. Welfare in the workplace is a sense of well-being that workers get from their work, related to the feelings of workers in general (*core effect*) and intrinsic and extrinsic from work (*work values*) (Page, 2005). According to Harter, et al. (2002), well-being in the workplace (workplace) is an employee's mental health influenced by personal growth, life goals, and positive relationships with

others, mastery of the environment, social integration, and social contributions.

The welfare provided is significant and useful to meet employees' physical and mental needs and their families. Providing welfare will create calm, work spirit, dedication, discipline, and loyal attitude of employees to the company so that labor turnover is relatively low (Hasibuan, 2011). The cause is that the higher the welfare in the workplace, the lower the turnover intention is (Maulana, 2018). Harter, et al (2002) suggested that psychological well-being of employees is characterized by mental health of employees, resulting in happier and more productive employees.

However, amid this COVID-19 outbreak, where people are not allowed to be in crowded places and always keep their distance from each other, it poses a challenge for the company to deal with its employees. It has an impact on the world of work in three main dimensions, namely the number of jobs, the quality of work (for example wages and access to social protection), and the effect on certain groups that are more vulnerable to loss of labor market outcomes (ILO, 2020a). COVID-19 has had an impact on all sectors of the world's economy. Therefore, maintenance of mental health for the employees themselves and the company is very necessary.

PT. Saka Mitra Sejati is one of the companies that provide services and lodging. Amid the COVID-19 outbreak, many corporate sectors have experienced a decline in income, one of which is hospitality services, due

to warnings to stay at home, so not many people use hospitality services. Some hotels have temporarily closed, but PT. Saka Mitra Sejati continues to run its business.

The phenomenon that researchers can see related to welfare in the employee's workplace is employee dissatisfaction with the wages received during the COVID-19 pandemic. Employees who continue to work get salaries that are not the same as before due to workday cuts. It happens because, during this pandemic, almost all tourism sectors have been badly affected by the COVID-19 outbreak (ILO, 2020b). Lack of guests attending impacts company income and reduces working days for employees who work, even though wages are one aspect of welfare in the workplace described by Page (2005). This aspect is defined as employee satisfaction with wages, profits, rewards and benefits. In the form of money got from the workplace. Amid the COVID-19 outbreak, all necessities are limited and have high prices, as well as employees who are now more at home, also if employees have family members who do activities at home, it causes an increase in the cost of electricity bills, so that the reduced wages make it difficult for employees.

The company was also forced to terminate its employee contracts during the COVID-19 pandemic, the sudden reduction of employees can cause employees to feel less secure in their work positions for employees who are still working during this COVID-19 period. Other phenomena, such as employees feeling underappreciated, employees who feel

uncomfortable with supervision from superiors, where the general manager goes directly to the field to see the work of his employees, which gives a burden and discomfort to employees, supervision carried out will make the tasks carried out by employees become narrower. Therefore, it will be difficult for employees to explore ideas and creativity. It can also cause boredom in employees, thereby reducing welfare in the workplace. Or, employees who feel excessive fear of superiors, most of these employees, as a result of being watched by their superiors, employees become afraid when they meet their superiors. Researchers can see this phenomenon, before the boss comes to see their work, employees work more relaxed while listening to music, but when the boss comes to supervise, employees work more rigidly, tend to be silent and do not listen to music and focus on doing their work.

Occurring phenomena related to welfare in the workplace can also cause work stress on employees. One of the factors that affect welfare in the workplace is work stress. According to Olaitan, et al. (2010), work stress occurs when employees feel uncertain about what they or the company will achieve in the future. Thus, work stress can happen when employees cannot cope with any work-related pressures, workload, and other factors.

Employees at PT. Saka Mitra Sejati Medan shows that they have high work stress, which researchers can see from employees who like to procrastinate, it can be seen from the housekeeping worker who does not

clean the room right away. In the office, there are several piles of paper on the table. According to Sopiah (2008), work stress on employees can be seen directly from three symptoms, one of which is psychological symptom, namely delaying work.

Work stress can arise from both the work itself and the environment. Work stress arises from environmental factors, for example, the COVID-19 outbreak, resulting in economic instability for employees due to decreased visitors and reduced working hours, so the wages earned are not as was received before the pandemic. As a result of the lack of visitors, the employees do not get incentives or bonus money. The wages they earn are low. There is an increase in the price of essential commodities. The increasing use of electricity during a pandemic due to more employees at home can cause work stress for employees because the cause of stress comes from outside the organization or is called extra-organizational stressors (Luthans, 2006).

Amid this COVID-19 outbreak, another cause of the organization itself, called organizational stressors (Luthans, 2006), is the general manager of the hotel, asking employees to work every day, even though the provisions received by employees from their head office requires that the employees only work a few days, according to the salary they receive. However, because they get treatment from superiors who do not care about their situation, it creates pressure on employees. The organizational structure is also not continuously updated. It can affect employees' work

stress because employees need clarity on their responsibilities and their relationships to other employees.

Based on the conducted interviews, some employees had conflicts with other employees.

"Yes, there must be problems with other employees, we are working, make sure there are some people who don't like the way we work, or yes, there are those who are not happy to see us." (K on November 8, 2019)

"Sometimes we want to insinuate each other, the problems are usually just, don't get into serious fights, or just gossip about each other." (D on November 8, 2019)

However, based on observations, employees never vilify each other. In fact, they seem to be doing well. The researcher also found another, namely, organizational structure that is not always updated, thus creating confusion among employees, because, according to Robbins (2006), organizational structure is also an indicator of job stress.

Several factors that influence well-being in the workplace described by Theobald and Cooper (2012) are job stress, relationships with other people, organizational culture, and workspace. One of the factors that influence well-being in the workplace that attracts researchers is work stress. According to Luthans (2006), job stress is an adaptive response to external situations that produce physical, psychological and/or behavioral deviations in organizational members. Deviations that occur can result in

the company or organization itself. Work stress itself can be caused by job demands, workplace, and organizational climate (Simamora, 2012).

The number of work stress phenomena indicates a lack of well-being in the workplace because well-being in the workplace itself is to build positive emotions owned by employees. Welfare in the workplace owned by employees will develop the potential and meaning of work owned by each employee (Page, 2005). It also helps employees use their creativity through which employees will become independent, responsible individuals, and can meet the expectations of both the employees themselves and the company.

Job stress can arise in employees depending on how the employee responds. If the employee feels that he is not able to carry out a task, it will cause work stress. Each individual will respond to the pressure of work differently. Some employees will work better under pressure; however, there are also employees who feel that the pressure will make it difficult for them. Even the percentage of work stress for the Country of Indonesia is 73% (CFO, 2016). If work stress is high on employees, then the performance of the company and employees will not be good.

The impact caused by work stress can only affect welfare in the workplace, but work stress also affects employee performance (Sabella, 2018), turnover intention (Pattinasarany, 2019), work productivity (Safitri & Gilang, 2019), and psychological well-being (Isom & Makbulah, 2017).

Putra. B. R (2012) suggested that there are 11 factors that affect work stress, namely, *work overload, time pressure, poor quality of supervision, insecure political climate, lack of recognition/reward, inadequate authority to match responsibilities, (frustration), interpersonal conflict, differences between company and employee values, change of any type*. These are some of the aspects and factors affecting well-being in the workplace. Like providing positive feedback, support from colleagues, and positive leadership support will foster positive feelings for employees. Freedom of decision-making is one of the important things that can build welfare in the workplace for employees. Welfare in the workplace is one part of the mental health of employees along with *psychological well-being* and *subjective well-being* (Page & Vella Brodrick, 2009), where, based on the results of research conducted by Akintayo (2012), there is a significant relationship between stress work and *psychological well-being*.

This research was conducted at PT. Saka Mitra Sejati, which is a company engaged in lodging services. PT. Saka Mitra Sejati is one of the hotel companies in Medan, which has 2 hotel branches, namely Saka Hotel Medan, and Swiss Bel-inn Medan, where each room in each hotel has air conditioning, LCD television, coffee maker, tea and mineral water, queen size bed, WiFi access, toilet and bathroom, a desk and telephone. PT. Saka Mitra Sejati wants to provide a pleasant stay for visitors.

The provision of 24-hour service to customers will require employees to work extra, especially for employees who work on night shift,

must stay awake to provide good service. For employees who work regular hours, some employees have quite a lot of tasks, making employees work longer in the office.

As described above, work stress itself has a direct effect on well-being in the workplace. Thus, the researcher is interested in seeing the relationship between work stress and well-being in the employee's workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan.

B. Identification of Question

The implementation of the research must first determine and formulate the existing problems. The description shown in the background indicates that the main question studied in this study is the relationship between work stress and well-being in the workplace of employees during the COVID-19 pandemic at PT. From Mitra Sejati Medan.

The importance of well-being in the workplace can allow employees to make their own decisions freely and provide opportunities for employees involved in projects or plans made by the company. The existence of well-being in the workplace will create positive emotions and actions that will benefit employees and the company. One of the factors affecting well-being in the workplace is work stress. Things causing work stress are long working hours, difficulty in taking time off, some employees having conflicts between employees' co-workers and strict supervision by the leadership division. During the COVID19 pandemic, the working

employees experience a reduction in wages. It is one of problems facing the employees of PT. Saka Mitra Sejati. For employees, during this COVID19 pandemic, this problem has become a difficult thing. However, when working in normal times, some employees do not make this problem a difficult thing for them. However, some employees feel that this problem will interfere with their work and life, because different people will have different responses to work stressors that arise.

C. Problem Limitation

The researcher defined the problem to study to become more focused and could answer research problems more effectively and efficiently. In this study, the limitation of the problem concerns "The relationship between work stress and well-being in the employee's workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan", where work stress is a feeling of pressure experienced by employees during work caused by factors of their work or the individual itself, affecting his work. Also, well-being in the workplace is a positive feeling that employees have in their workplace obtained from the employee's personal experience and work experience, increasing the productivity of employees and their organization. Therefore, the researcher limits the problem to work stress and well-being in the workplace, with a total sample of 78 people for male and female employees at PT. Saka Mitra Sejati.

D. Formulation of Question

Based on the description presented by the researcher, the researcher can formulate a question, namely, "Is there a relationship between work stress and welfare in the employee's workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan?"

E. Objective

Based on the formulation of the question, the objective of this study is to determine the relationship between work stress and well-being in the employee's workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan.

F. Benefit

1. Theoretical benefit

This research is expectable to add insight, information, and knowledge to other parties. Moreover, the results of this research are also expectable as a reference to further research serving the development of science.

2. Practical benefit

This research is expectable to provide benefits for the company, so the results of the research are expectable as consideration by the company and can be applicable to improve the well-being of the employees' workplace. Similarly, concerning the benefits for researchers, it is expectable that future researchers can conduct further research so that research is updated.

CHAPTER II

LITERATURE REVIEW

A. COVID-19

1. Definition of COVID-19

Based on the WHO website (2020), COVID-19 is a disease caused by the latest coronavirus known as SARS-CoV-2. WHO first became aware of this new virus on December 31, 2019, following reports on a cluster of “viral pneumonia” cases in Wuhan, in People of the Republic of China.

Symptoms of COVID-19 that usually appear are fever, dry cough, and fatigue. Other symptoms include loss of sense of taste and smell, nasal congestion, red eyes, sore throat, headache, muscle or joint pain, various skin rashes, vomiting, diarrhea, chills, or dizziness. This virus can spread through direct, indirect, or close contact with an infected person through saliva, breathing, or respiratory droplets released by an infected person when coughing, sneezing, talking, or singing. Respiratory droplets of an infected person can also be on inanimate objects. Infection can face healthy people if they touch an inanimate object and then touch their eyes, nose, or mouth without washing their hands first.

Therefore, during the COVID-19 pandemic, everyone must keep their distance, wear masks, and wash their hands frequently.

B. Employee

1. Definition of Employee

Based on Law No. 13 of 2003 Article 1 paragraph 2, a workforce is anyone who can do work to produce goods and/or services both to meet their own needs and for the community. According to Heathfield (2019), employees are individuals hired by business owners to do specific jobs. Business owners employ employees after the job application process and interviews in accordance with their selection. An employee is someone hired by someone else, usually for a wage or salary, and the employee is in a position under the executive level (Merriam-Webster dictionary, 1828).

Based on the conveyed understanding, the conclusion is that another person employs an employee to produce goods or services through a selection process to get a specific wage.

Government provisions in Article 59 Paragraph 4 of Law no. 13 of 2003 concerning Manpower state that a work agreement can be creatable for a maximum of two years based on a specific period. Extension of this agreement may only be once for a maximum period of one year. Of course, each employee will have a different type of contract under the mutually agreed work agreement.

PT. Saka Mitra Sejati Medan has 2 types of employees, namely:

a. Daily hired employee

The Decree by the Minister of Manpower and Transmigration of the Republic of Indonesia Number Kep-100/Men/VI/2004 of 2004 concerning Provisions for Implementation of a Specific Time Work Agreement (PKWT) states that a daily casual work agreement is carried out for certain jobs varying in terms of time and place as well as the volume of work. Wages given are in accordance with the number of attendance. Performance of the daily employee work agreement uses certain conditions: the employee concerned works less than 21 days in a month. If the employee works 21 days or more for three consecutive months or more, the daily casual work agreement changes to an Indefinite Time Work Agreement (PKWTT).

b. Temporarily hired employees

Hired employees are employees who have a certain timework agreement (PKWT) with the company. Based on Article 58 of Law no. 13 of 2003, hired employees do not require a probationary period. The cause is that the probationary period is only given to full-time employees. If the hired employee is given a probationary period, the employee's hire will be cancelled. The maximum period for hired employees is three years. This is in accordance with article 59, paragraph 4, of Law No. 13/2003 stating that a Specific Time Work Agreement (PKWT) may only be made for a maximum of two years and may only be extended once for a maximum period of one year. The total allowed working time is three years. If it exceeds, then the employee will change status to full time employee.

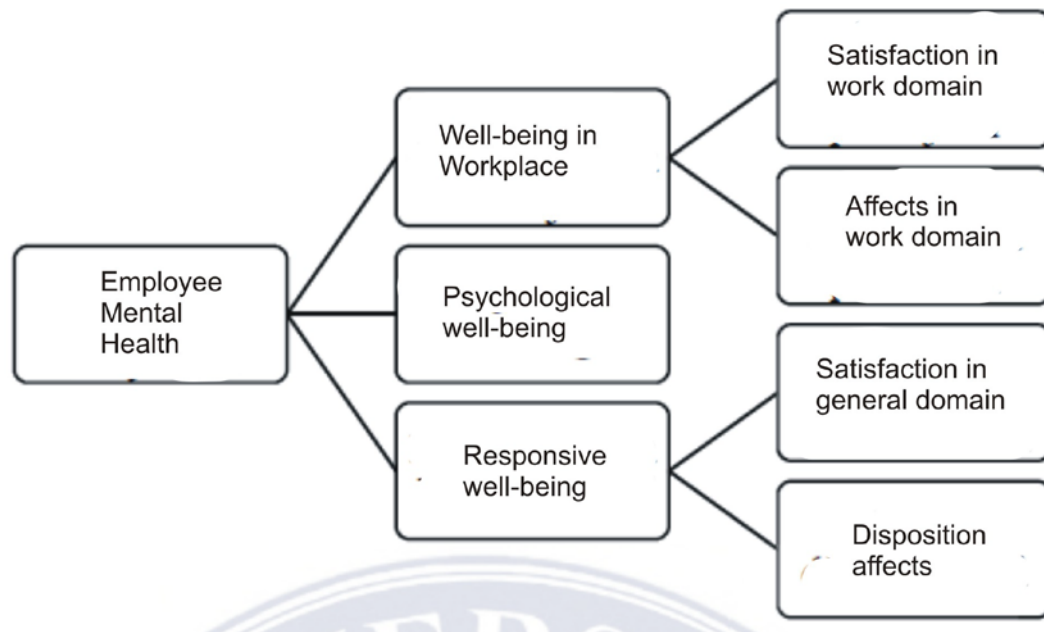
C. Well-being in the Workplace (workplace)

1. Definition of well-being in Workplace

According to Kun, Balogh, and Krasz (2017) who refer to or get inspiration of Seligman's theory, *workplace well-being* is a positive feeling and growth characteristic enabling individuals and organizations to progress and develop.

Harter, et al. (2002) defined well-being in the workplace as an employee's mental health influenced by personal growth, life goals, and positive relationships with others, mastery of the environment, social integration, and social contributions. Furthermore, well-being in the workplace, including measurement of well-being, is basing on life experience and work-related experience. Page and Vella-Brodrick (2009) explained that well-being in the workplace consists of *job satisfaction* that is a form of cognitive evaluation of matters related to work. In addition, there are also *feelings* towards work that is the result of affective (emotional) evaluation. The concept of well-being in the workplace is a parallel construct with the constructs of *subjective well-being* (responsive well-being) and *psychological well-being* creating the concept of *employee mental health*.

Figure 2.1 Chart of *employee mental health* theory (Page & Vella-Brodrick, 2009)



Well-being in the workplace is actually an application of *subjective well-being* in the workplace. *Subjective well-being* is a positive state of mind that involves all life experiences. The components of *subjective well-being* include life satisfaction, positive and negative affect (Diener, et al., 1999 in Page, 2005).

Page (2005) defined well-being in the workplace as a sense of well-being that workers get from their work, which is related to the feelings of workers in general (*core affect*) and intrinsic and extrinsic work (*work values*). Russel in Page (2005) defined *core effect* as a state where feelings of comfort and discomfort mix and *passion* affecting human activities. For this reason, core affect can be interpretable as general individual feelings. Intrinsic and extrinsic work values are defined as degree of value, importance and things that individuals like at work (Knoop, in Page, 2005).

Based on the definition suggested by experts, the researcher can define well-being in the workplace as positive feelings possessed by employees at work obtained from the employee's personal experience and work experience, which can increase the productivity of employees and their organization.

2. Dimensions and well-being in the workplace

Page (2005) explained that there are 13 aspects of well-being in the workplace divided into two dimensions, namely, 5 aspects of the intrinsic dimension and 8 aspects of extrinsic factors. The following are the dimensions of well-being in the workplace described by Page:

a. Intrinsic Dimension

The intrinsic dimension consists of aspects that refer to employees' feelings regarding the tasks carried out in their workplace.

This intrinsic dimension consists of five aspects, namely, responsibility at work, meaning of work, independence in work, use of abilities and knowledge in work, and feeling of achievement at work. The following is an explanation on five aspects of the intrinsic dimension of well-being in the workplace.

1) Responsibility at work

This aspect can be definable as the feeling that employees have towards the work obligations assigned by the organization to them and they trust to do a good job.

2) Meaning of work

This aspect is definable as the employee's feeling that his work has meaning and purpose personally, such as, to develop self-potential, increase experience, as well as goals on a wider scale, such as, to help others, and to achieve organizational goals.

3) Independence in work

This aspect is defined as the individual's feeling that he is trustable to do his job independently or not depending on others, or without instructions from management.

4) Use of skills and knowledge in work

This aspect is defined as the ability of individuals that the given work allows them to use their knowledge and abilities.

5) Feeling of achievement in work

This aspect is defined as a sense of belonging to a certain achievement related to work-related goals.

b. Extrinsic Dimension

The extrinsic dimension is a dimension that refers to things outside the workplace that affect employees at work. This dimension consists of eight aspects, namely, the best use of time, working conditions, supervision, promotion opportunities, and good performance recognition,

appreciation as an individual at work, wages, and job security, along with an explanation of these eight aspects:

1) Best use of time

This aspect is defined as the employee's feeling of knowing his working time. This aspect is important because it allows employees to form a *work-life balance*.

2) Work condition

This aspect is defined as employee satisfaction for the workplace such as workspace and organizational culture.

3) Supervision

This aspect is defined as a way that employees treat superiors, such as, good treatment, providing support, providing assistance when needed, appropriate feedback and appreciation from superiors.

4) Promotional opportunities

This aspect is defined as a workplace that provides opportunities for employees to develop professionally.

5) Good performance Recognition

This aspect is defined as employees' feeling that, in their workplace, they have produced good performance and that they do not get different treatment.

6) Appreciation as an individual in the workplace

This aspect is defined as employees' feeling that their families and superiors value and accept them as individuals.

7) Pay

This aspect is defined as employee satisfaction for wages, benefits and rewards in the form of money he gets and the workplace.

8) Work security

This aspect is defined as satisfaction for a sense of security in their work position.

Meanwhile, Kun, Balogh, and Krasz (2017) developing a well-being model in the workplace based on the PERMA Seligman model, found five dimensions of well-being in the workplace, namely:

a. Positive Emotions

Positive feelings can motivate an individual to take good actions. Positive emotions improve performance at work, improve physical health, strengthen relationships, and create optimism and hope for the future.

b. Engagement

In positive psychology, *flow* is described as an attitude, happiness in the moment. When we focus on doing the things we truly enjoy and care about, we can begin to engage fully in the present moment and condition called *flow* (Seligman, 2011).

c. Relationships

Individuals need a strong inner connection for relationships, love, physical and emotional contact with others. well-being can be improvement by building a strong network of relationships around us.

d. Meaning and Purpose

The use of meaning and purpose involves power not for oneself, but to fulfill a purpose considered important. Activities have a purpose and become a strong reason for individuals to do what they want to do.

e. Accomplishment

Accomplishment signifies a productive and meaningful life. To prosper, the individual must be able to look back on life by looking at the accomplished goals: I do it, and I do it well.

Based on the measurements mentioned above, it can be concluded that well-being in the workplace is measured by 13 aspects, namely, responsibility, meaning of work, independence, use of abilities and knowledge, accomplishment, use of time, work condition, supervision, promotional opportunities, recognition, rewards, pay, as well as security.

3. Factors that affect well-being in the work environment

Theobald and Cooper (2012) showed the factors influencing the well-being in the workplace are:

a. Work stress

Failure to do the right things, and dealing with work stress can have a high impact on individuals and companies (Cooper and Dewe, 2008). Work stress has the potential to adversely affect employees and the workplace.

b. Relationships with other people

Relationships made in the workplace provide a sense of belonging, ownership, and self-understanding. It is a very important part of well-being.

c. Organizational culture

The formation of a conducive and positive organizational culture can provide prosperity.

d. Workspace

Territory is important in the workplace to improve well-being. Employees will feel calmer if they have a comfortable place in their workplace.

Bakker and Demerouti (2007) suggest factors that affect well-being in the workplace consisting of:

a. Job Demands

According to Bakker and Demerouti (2007), *job demands* refer to the physical, psychological, social, or organizational aspects of a job that require continuous physical and/or psychological effort or ability and are therefore associated with certain physical and/or psychological costs.

b. Job Control

Job Control is the ability of employees to influence what happens in their workplace, especially those related to their personal goals.

c. Job resources

According to Bakker and Demerouti (2007), *job resources* are obtainable through interpersonal and social relationships, job

arrangements, and job itself. It includes pay (wages), support from superiors, feedback, role clarity, job autonomy, and empowerment.

Another opinion about the factors that can affect well-being in the workplace comes from Page (2005) as follows:

a. Satisfaction (life and work satisfaction)

Although job satisfaction is not widely discussed in the *subjective well-being* framework that is the parent of the formation of well-being in the workplace, it has been assumable that job satisfaction should share a large amount of variance with this construct. Life satisfaction can affect one's job satisfaction because of the high proportion of time adults spend at work. This is what makes satisfaction have an influence on welfare in the work environment.

b. Personality

Personality is a dispositional source of job satisfaction. A person's personality has an influence on job satisfaction, which, as a whole, also has an impact on well-being in the workplace.

c. Core self- evaluations

Individuals having a favorable *core self-evaluation* successfully cope with the problems surrounding them, show a high level of self-regulation, and are intrinsically motivated to pursue goals.

d. Purpose and achievement of work

According to Siswanto (in Muhammad Sandy, 2015), performance or performance achievement is the achievement achieved by a person in

carrying out the tasks and work assigned to him. Personal goals are defined as future-oriented representations of individuals who strive to achieve various life domains (Maier & Brunstein, 2001). The importance of goal pursuit and achievement in the work context is of great interest to researchers. Specific areas of interest are individual differences in the effect of goal attainment on well-being (Judge et al., 2005).

e. *Life values & work values*

Life values & work values are an extension of work goals and achievements where individual work goals tend to get satisfaction from the value orientation of their personal *life and work values* that indicate a person's level of interest, intention and desire about what is happening in the workplace.

Based on the opinion conveyed above, the conclusion is that the factors that affect well-being in the workplace are work stress, relationships with other people, organizational culture, and work space.

4. Benefits of well-being in the workplace

According to Thompson and Bates (2009), well-being in the workplace can be seen as a place of various kinds of interests. Provision of prosperity to the workplace will benefit everyone in the company. Those who feel the benefits are employees. Organizations provide well-being in the workplace to their employees. Employees clearly have many benefits from hire by the organization, because the organization is able to appreciate them, support, and assist employees in fulfilling their potential.

Not only employees who benefit, but also business owners will benefit, because workers well supported tend to have a high commitment and are more productive. According to Adams (in Thompson and Bates, 2009), organizations that focus on the well-being of their human resources will have a much better performance than rival organizations. Other benefits include reduced absenteeism, lower turnover intention, less conflict at work, etc.

Clients or customers, suppliers and partners will also benefit. Dealing with well-supported staff, employees will be easier to help and be more responsive, if their own problems do not bother employees. Other benefits are that it can improve the local economy, because company is more productive and especially from making a positive contribution to ensuring that the social world is based on dignity, respect, support, compassion, and humanity.

Based on the opinions expressed above, the conclusion is that employees, business owners, clients or customers, as well as local governments can feel the benefits of well-being in the workplace.

D. Work Stress

1. Definition of work stress

Mangkunegara (2005) stated that work stress is a feeling that suppresses or feels depressed experienced by employees in dealing with work. This work stress can cause unstable emotions, feeling uneasy, being alone, having trouble to sleep, smoking excessively, not being able

to relax, being anxious, tense, nervous, increasing blood pressure and experiencing digestive disorders.

Putra and Artha (2014), in his study, defined work stress as a condition of employees experiencing pressure at work coming from tasks, leaders and the workplace in which the employees work. According to Anoraga (2001), work stress is a form of a person's response both physically and mentally to a change in the environment that is felt to disturbing and causes him to be threatened.

According to Velmapy and Aravinthan (2013), job stress is an emotional pattern of cognitive behavior and psychological reactions to adverse and harmful aspects of any job, work organization, and workplace. The response from Alves (2005) indicates that job stress can be interpretable as a physical and emotional response that occurs when the abilities and resources of employees cannot be solvable through the demands and needs of their work.

Based on the definition of work stress submitted by several experts, the researcher can conclude that work stress is a feeling of pressure experienced by employees during work caused by factors of their work or the individual, which can affect his work.

2. indicator of Work stress

According to Robbins (2006), the indicators of job stress are:

a. Job demands

Job demands are factors related to a person's work such as working conditions, work procedures, job performed.

b. Role demands

Role demands relate to the pressure placed on a person as a function and certain role-played in an organization.

c. Interpersonal demands

Interpersonal demands are pressures created by other employees.

d. Organizational structure

Job stress will arise if the organizational structure is not clear, such as, lack of clarity regarding positions, roles, authorities, and responsibilities.

e. Leadership

The leader assigns a management style to the organization and forms an organizational climate that involves tension, fear, and anxiety.

Hasibuan (2014) stated that the indicators of work stress are:

a. Workload

It is measurable through employees' perceptions of the workload felt to be excessive.

b. The attitude of the leader

It is measurable through employees' perceptions of the leader's unfair attitude in giving assignments.

c. Working time

It is measurable through employees' perception of excessive working time.

d. Conflict

It is measurable through employees' perceptions of conflict between employees and leaders.

e. Communication

It is measurable through employees' perceptions of poor communication between employees.

f. Work authority

It is measurable through employees' perceptions of work authority related to responsibilities.

According to Sopiah (2008), employee work stress can be viewable in three aspects, namely:

- a. **Psychological symptoms with indicators** are apathy towards work, emotional outbursts, ineffective communication, feeling competitive, boredom, job dissatisfaction, loss of concentration and sleep problems.
- b. **Physical symptoms with indicators** are easily tired and delay work or job.
- c. **Behavioral symptoms with indicators** are decreased productivity, increased use of drugs and increased correct behavior.

Based on the measurements mentioned, the conclusion is that work stress can be measurable through the following five indicators: job

demands, role demands, interpersonal demands, organizational structure, and leadership.

3. Factors affecting work stress

According to Mangkunegara (2005), the causes of work stress include workload felt too heavy, urgent work time, low quality of supervision, unhealthy work climate, inadequate work authority related to responsibilities, work conflicts, value differences between employees and managers frustrating at work.

According to Luthans (2006), the several factors cause work stress, namely:

a. Extra-organizational Stressor

Causes of stress come outside the organization. The causes of this stress can occur in organizations that are open, namely the external environmental conditions affecting the organization, such as, social and technological change, globalization, family, and others.

b. Organizational stressor

The cause of stress comes within the organization in which the employees work. This cause focuses more on organizational policies or regulations that cause excessive pressure on employees (Waluyo, 2013).

c. Group stressor

The cause of stress comes from work groups that interact with employees every day; for example, colleagues, supervisors or direct superiors of employees.

d. Individual Stressor

The cause of stress comes from individuals in the organization. For example, an employee is involved in a conflict with another employee, causing special pressure when the employee carries out duties in the organization.

According to Son. B. R (2012), the cause of work stress is not only one causal factor, but also stress can occur due to a combination of several causes at once. These include *work overload, time pressure), poor quality of supervision, insecure political climate, lack of recognition/reward, inadequate authority to match responsibilities, role ambiguity, frustration, interpersonal conflict, differences between company and employee values, as well as change of any type*. Stress is a condition that affects emotions, thought processes and a person's condition. The statement suggests that stress is a tense condition of emotions and thought processes in overcoming obstacles in their environment.

According to Robbins (2015), the level of stress in each person will have a different impact. Therefore, there are several determinant factors affecting a person's stress level. These factors are as follows:

a. Environmental factor

In addition to influencing the structural design of an organization, environmental uncertainty also affects stress levels. Uncertainty causes an increase in the level of stress experienced by employees. Economic, political and technological uncertainties greatly affect the existence of

employees at work. Uncertain economic levels can lead to downsizing and layoffs, while political uncertainty creates an unstable state for the country, and technological innovation will make one's skills and experience obsolete in a short time, causing stress. In these three environmental factors, employees will easily experience stress.

b. Organizational Factor

Other factor that influences employee stress levels is organizational factor. There are several things categorized as causes of stress, namely, job demands, role demands, interpersonal demands, organizational structure and organizational leadership.

c. Individual Factor

Logically, each individual works averagely 40-50 hours per week. While the time spent for dealing with things outside work is more than 120 hours per week, so it is very likely that all kinds of affairs outside work interfere with work. Various things outside work that interfere are family problems, personal economic problems, as well as personality and character inherent in a person (Robbins, 2015).

Based on the measurements mentioned above, the conclusion is that the factors that influence work stress are extra-organizational, organizational, group, and individual stressors.

d. Impact of work stress

Work stress facing employees can have a positive impact such as being more motivated, or it can have a negative impact. However, most of

the work stresses have a negative impact. Robbins (2003) argued that the impact of job stress could be classifiable into three classifications, namely:

a. Physiological symptom

In his study, Robbins concluded that stress could create changes in metabolism, increase heart and respiratory rates, raise blood pressure, cause headaches, and cause heart attacks.

b. Psychological symptom

Psychologically, stress could cause job-related dissatisfaction. It is the simplest and most obvious effect of stress. Other consequences or symptoms caused, for example, depression, anxiety, tension, anxiety, irritability, boredom, and procrastination.

c. Behavioral symptom

Behavior-related stress symptoms include changes in productivity, absenteeism, turnover, and changes in eating habits, increased smoking and alcohol consumption, rapid speech, restlessness, and sleep disturbances.

According to Waluyo (2013), there are four impacts of work stress, namely:

a. Disruption of physical health

Stress facing a person will change the way the immune system works. The body's antibody response decreases when the mood is negative and it will increase when a person's mood is positive. Many studies have found a causal link between stress and diseases, such as

heart disease, digestive disorders, high blood pressure, ulcers, allergies, and several other diseases.

b. Disruption of psychological health

Prolonged stress will cause constant tension and worry.

c. Disruption of performance

At a high or light work level, it will reduce employee performance. Many employees do not come to work for various reasons. Job is uncompleted on time because of recurring indolence or mistakes.

d. Influencing individuals in decision making

Someone who experiences stress at work will not be able to complete the job well, because he is difficult to make decision.

Based on the measurements mentioned above, the conclusion is that the work stress can have an impact on the physiological, psychological, and behavioral health of individuals.

E. The Relationship between Work Stress and Welfare in the Work Environment

Well-being in the workplace is very important for employees or even for all those involved around them. Therefore, positive feelings to achieve employee and company goals are necessary. These positive feelings could form from the provision of well-being in the workplace. One of the factors that affect well-being in the workplace based on the theory published by Theobald and Cooper (2012) is work stress.

Based on previous research, high expectations, lack of rest, and unreasonable *deadlines* cause work stress and it was also found that different people would have different responses to the stress facing them (Shiamzu & Kosugi, 2003).

The causes of work stress that often appear also have an impact on the form of low employee performance (Sabella, 2018), high *turnover intention* (Pattinasarany, 2019), decreased work productivity (Safitri & Gilang, 2019), low *psychological well-being* (Isom & Makbulah, 2017), and low *employee well-being* (Khan & Khursid, 2017). Work stress also strongly relates and has a negative direction with *work-life balance* (Bell, et al. 2012).

As is known, well-being in the workplace and *employee well-being* are both well-beings needed in organizations to support employees to work better. Then, *psychological well-being* is also one part of the mental health of employees, along with well-being in the workplace, and *subjective well-being* (Page & Vella Brodrick, 2009). *Work-life balance* is one aspect of well-being in the workplace conveyed by Page (2005).

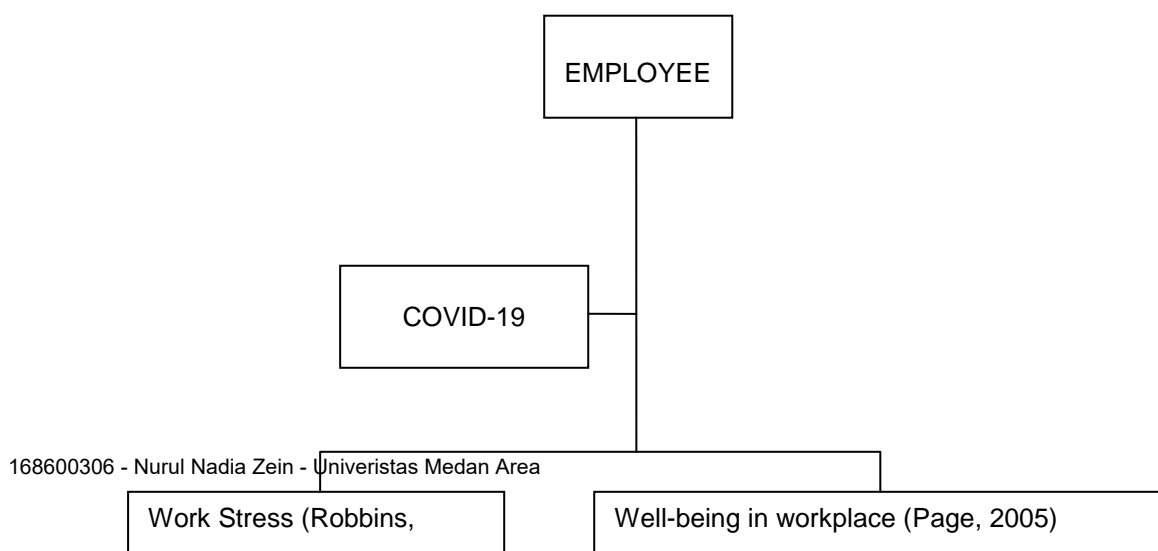
Things affected by work stress also directly relate to well-being in the workplace itself. Not only these things; however, work stress itself has directly become a factor that affects well-being in the workplace based on the theory published by Theobald and Cooper (2012). When employees have high work stress, it can lead to dissatisfaction in employees so that employees will procrastinate, have low productivity, and become irritable.

These things can later cause problems for employees at the company, clients/customers, themselves, or their families.

Therefore, based on the explanation above, the researcher can conclude that work stress and well-being in the workplace have a close relationship, where, when work stress faces employees, well-being in the employee's workplace does not appear; thus, when work stress does not face employees, employees will achieve prosperity in their workplace.

F. Conceptual Framework

Figure 2.2 Conceptual Framework



G. Hypothesis

After reviewing the theories previously described, the hypothesis used in this study is made, namely, there is a negative relationship between work stress and well-being in the employee's workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan, assuming the higher the work stress, the lower the well-being in the workplace, or vice versa, the lower the work stress, the higher the well-being in the workplace.

CHAPTER III

METHOD

The method, according to Sugiyono (2016), is a scientific way to obtain data with certain goals and uses. The method used must be in accordance with the object and objective to achieve. It is intended that the results obtained can solve the problems. This section will describe the identification of research variables, operational definitions of research variables, population, samples, sampling techniques, data collection methods, validity and reliability of measuring instruments, and data analysis methods.

A. Type of Research

The research method that would be used is a quantitative approach, with a correlational approach. Quantitative research is an approach to test objective theory by testing the relationship between variables. These variables can be measurable using the instrument, so that data in the form of numbers can be analyzed by using statistical procedures (Creswell, 2014). Correlational research aims to understand the relationship between variables.

B. Identification of Variables

The variables used in this study consisted of two variables, namely the independent variable and the dependent variable. The independent variable is the variable that affects the dependent variable. The dependent variable is the variable influenced by the independent variable. In

accordance with the title and research objectives, the main variables used in this study are:

1. Independent variable (X) : Work stress
2. Bound Variable (Y) : Well-being in the workplace

C. Operational Definition of Variables

1. Work Stress

Work stress is a feeling of depression facing employees during work caused by factors from their work or from the individual itself, which can affect his work. The higher the score obtained on the work stress scale means the higher the work stress of the employee, and vice versa, the lower the score obtained, the lower the work stress on the employee is.

2. Well-being in the workplace

Well-being in workplace is a positive feeling that employees have in their workplace obtained from the employee's personal experience as well as from his work experience, possibly increasing the productivity of employees and their organization.

The higher the score obtained on the well-being scale in the workplace, the higher the well-being in the workplace of the employee, and vice versa, the lower the score obtained, the lower the well-being in the workplace for employees.

D. Subject

According to Manullang & Pakpahan (2014), the population describes the type and criteria of the people that is the object of research, while the sample describes the sample criteria, size (number of samples) and sampling methods. The population and sample in this study were employees of PT. Saka Mitra Sejati.

1. Population

The population is a group of research elements, where the element is the smallest unit which is the source of the required data. Elements can be analogized as units of analysis, as long as data collection of business research is carried out only to respondents. The population in this study were employees of PT. Saka Mitra Sejati during the COVID19 pandemic as many as 78 people.

2. Samples and sampling techniques

The sample is part of the population that is expectable to represent the research population (Manullang & Pakpahan, 2014). In this study, sampling technique is total sampling, that is, the entire population used as the research sample, because the population is less than 100 people, the total sample is 78 people.

E. Technique of Data Collection

Technique of data collection is a way to collect relevant data for research. The method used in this study is a scale, where the scale contains questions or written statements that can measure personality, psychological and affective aspects (Manullang & Pakpahan, 2014). In this

study, data collection used two scales, namely a scale for measuring work stress and a scale for measuring a well-being in the workplace.

1. Scale of work stress

Scale of work stress is based on job stress indicators proposed by Robbins (2006), namely, job demands, role demands, interpersonal demands, organizational structure, and leadership. The scale of work stress is compiled with a Likert scale model consisting of statements in the favorable and unfavorable items, using modifications to the alternative answers to a four-level scale, namely, strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). The assessment given for the favorite answer, namely "SS (strongly agree)" is given value of 1, the answer "S (agree)" is given value of 2, the answer "TS (disagree)" is given value of 3, and the answer "STS (strongly disagree)" is given value of 4. As for the unfavorable item, the rater given for the answer "SS (strongly agree)" is given value of 4, the answer "S (agree)" is given value of 3, the answer "TS (disagree)" is given value of 2, and the answer "STS (strongly disagree)" was given score of 1.

2. Scale of well-being in the workplace

The scale of well-being in the workplace is based on the aspects proposed by Page (2005), namely responsibility at work, meaning of work, independence in work, use of skills and knowledge in work, feeling of relaxation at work, best use of time, working conditions, supervision, promotion opportunities, recognition of good performance, individual

rewards at work, pay, and work security. The scale of well-being in the workplace is compiled with a Likert scale model consisting of statements in the favorable and unfavorable items, using modifications to the alternative answers to a four-level scale, namely, strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). The assessment given for the favorite answer, namely "SS (strongly agree)" is given value of 4, the answer "S (agree)" is given value of 3, the answer "TS (disagree)" is given value of 2, and the answer "STS (strongly disagreed))" is given value of 1. As for the unfavorable item, the rater given for the answer "SS (strongly agree)" is given a value of 1, the answer "S (agree)" is given a value of 2, the answer "TS (disagree)" is given a value of 3 , and the answer "STS (strongly disagree)" is given value of 4.

F. Validity and Reliability of Measuring Instrument

There are two data quality tests, namely validity and reliability tests, which serve to determine the validity of a scale so that it can be reliable.

1. Validity of Measuring instrument

Validity test is used to measure the validity of a questionnaire, where a questionnaire is said to be valid if the questions of the questionnaire are able to reveal something measured by the questionnaire. The validity of an instrument will measure how far the instrument actually measures what (object) is intended to measure.

The equation for measuring the validity of an instrument can be done through the product moment correlation formula (Manullang & Pakpahan, 2014), namely:

$$R_{XY} = \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{N\Sigma X^2 - (\Sigma X)^2\}\{N\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Where:

R_{XY} = Correlation coefficient of the test compiled with the criteria.

X = Score of each respondent variable X.

Y = Score of each respondent variable Y.

N = Number of respondents.

2. Reliability of Measuring instrument

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to the question is consistent or stable (Manullang & Pakpahan, 2014).

The equation for conducting reliability test can be done using the cronbach alpha technique (Arikunto, 2002), namely:

$$r = \left[\frac{k}{(k - 1)} \right] \left[1 - \frac{\Sigma \sigma_b^2}{\sigma_1^2} \right]$$

Where:

r = Instrument Reliability.

k = Number of statement items.

$\Sigma \sigma_b^2$ = Number of item variances.

σ_1^2 = Total variance.

G. Method of Data analysis

The test of data analysis used in this study is Pearson correlation or product moment correlation. The analysis was used because this study aimed to determine the relationship between one independent variable (work stress) and one dependent variable (well-being in the workplace), using the following equation:

$$r_{xy} = \frac{\Sigma xy - \frac{(\Sigma X) - (\Sigma Y)}{N}}{\sqrt{\left\{ \left(\Sigma X^2 - \frac{(\Sigma X)^2}{N} \right) \right\} - \left\{ \left(\Sigma Y^2 - \frac{(\Sigma Y)^2}{N} \right) \right\}}}$$

Where:

r_{xy} = Correlation coefficient between variable x (subject score of each item) and variable y (total subject from all items).

Σ_{xy} = The number of multiplication results between the variable x and the score of the variable y.

X = Total score of the subject for each item.

Y = Total score of the items on the subject.

Σ_{X^2} = Number of variables score X.

Σ_{Y^2} = Number of Y score variables.

N = Number of subjects.

Before doing data analysis using product moment correlation, it is necessary to fulfill the basic assumptions on the research data, by doing:

1. Normality test to find out whether the distribution of data can represent the population or not.
2. Linearity test to find out whether the two variables have a significant linear relationship.

CHAPTER V

CONCLUSION AND RECOMMENDATION

This chapter describes the conclusions, discussion and recommendations regarding the results obtained from this research. In the first part, the conclusions of this study will be described, followed by a discussion of the results obtained, and practical and methodological recommendations that may be useful for future research on the same topic will be presented in the last part.

A. Conclusion

Based on the results obtained in this study, several conclusions can be made, namely:

1. There is a significantly negative relationship between work stress and well-being in the employees' workplace during the COVID-19 pandemic at PT. Saka Mitra Sejati Medan, with a value of $r = -0.561$ in significance value (0.000).
2. Based on the results of the comparison of the hypothetical mean and the empirical mean of the two variables, it can be concluded that the employees of PT. Saka Mitra Sejati Medan had low work stress and high well-being in the workplace during the COVID-19 pandemic.
3. The effective contribution of work stress variable to well-being in the workplace is 31.5%, while the remaining 68.5% is influenced by other variables outside of this study, such as relationships with other people,

organizational culture, workspace, work goals and achievements, satisfaction with life and work, as well as employee personality.

B. Recommendation

Based on the results of the research conducted, the researcher will provide some recommendations as follows:

1. Subject

Seeing that employee work stress is low and well-being in the employee's workplace is high, it is expectable that research subjects will maintain it, maintaining good communication between employees and families, being able to use the time well possible between work and activities at home, as well as managing stressors received with positive emotions.

2. PT. Saka Mitra Sejati Medan

Well-being in workplace can be improved by the way the organization can campaign for this to employees, encouraging employee morale, strengthening relationships between employees, educating employees on financial matters, and creating positive working conditions for employees.

3. Further researchers

For further researchers wanting to do similar research, they are recommended to:

- a. Control other factors found affecting workplace and well-being in workplace.

- b. Multiply the sample in order to get a wider coverage and choose the right time of data collection, so that the subject is more optimal in answering.
- c. Pay attention at the measuring instrument carefully

PROOFREADING

1.	A stable	:	A regular
2.	absence	:	An absence
3.	As well as	:	and
4.	physical	:	The physical
5.	employees	:	employee
6.	in the midst of	:	amid
7.	Services,	:	services
8.	For employees	:	Employees
9.	Work day	:	workday
10.	Has the impacts	:	impacts
11.	reward	:	rewards
12.	in	:	In (capitalized)
13.	As,	:	as
14.	occur	:	happen
15.	show	:	shows
16.	that researchers	:	Which researchers
17.	get	:	earn
18.	basic	:	essential
19.	because	:	Due to
20.	lack	:	lack
21.	provision	:	The provision
22.	normal	:	regular
23.	so it will make	:	making
24.	positive emotions and positive action	:	positive emotions and
25.	reduction	:	A reduction
26.	so that the research became more focusing	:	to become more focused
27.	Corona virus	:	coronavirus
28.	or	:	, or
29.	Is required to	:	must
30.	certain	:	specific
31.	employee	:	the employee
32.	an employee is employed by another person	:	another person employs an employee
33.	states	:	state
34.	the	:	they
35.	Work space	:	workspace