

# Working Condition On Employee Quality Of Life Outcome: Perspectives From Pandemic COVID-19

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## ABSTRACT

*During the COVID-19 Pandemic, there were changes in work patterns such as work from home. The impact of the change in work from home patterns needs to be of concern to the organization. Working conditions that are not conducive to overcoming these changes in work patterns can lead to deviance in employee behavior due to mental health. This study investigates the effect of working conditions on the quality of life of employees. The research method used a survey approach with non-parametric analysis techniques. It is testing using a sample of 201 employees of respondents with a simple random sampling technique in local governments that handle transportation problems in West Bandung regency. The results indicated a significant influence of the work environment on the quality of life of employees. This result indicates that the presence of a work environment that is less conducive has a significant impact on the quality of life of employees, as indicated by the presence of anxiety and depression. The research implication shows that it is necessary to minimize existing work-related mental health by managing an efficient work environment.*

**Keywords:** Working Condition; Quality of Life; COVID-19

## INTRODUCTION

The organization is a collection of systems that interact with each other to achieve the goals previously set by the organization's leader. (Uhl-Bien & Arena, 2018) Government organizations that aim to provide services to the community must provide satisfying services to the community. (Liu, Gao & Huang, 2020) Community satisfaction in enjoying the services provided can measure a community satisfaction index obtained by public information. This condition causes demands that require actors in the organization to produce quality services. Organizations that are directly related to transportation services are required to provide good service; however, during the COVID-19 Pandemic, the services provided did not work as expected. During the COVID-19 Pandemic, government organizations implemented work from home, which impacted the quality of travel services between obstructed areas. The obstruction of travel between regions caused by the existence of regulations that impose minimizing the movement of people intending to minimize the spread of the COVID-19 virus; this condition causes a decrease in community satisfaction.

Anticipating environmental changes that are currently occurring during the COVID-19 Pandemic needs to be done by the organization. (Trogakos, Chawla & McCarthy, 2020) Changes in work patterns made with work from home have an impact on organizational performance. Changes due to the COVID-19 Pandemic require organizations to take steps to ensure their employees' safety by following the health protocols set by the government authorities. (Mamun & Ullah, 2020) Erratic changes due to environmental impacts can have an impact on the quality of life of employees. (Rüger, Pfaff, Weishaar & Wiernik, 2017) The conditions on the ground connected with the COVID-19 Pandemic require organizations to take concrete steps to meet society's needs; for that, it is necessary to change work patterns tailored to organizational goals. (Godinic, Obrenovic & Khudaykulov, 2020) However, it is also necessary to pay attention from the employee's point of view where the psychological impact caused by the COVID-19 Pandemic causes employees to feel stressed and uncertain in completing their work (Vindegard & Benros, 2020).

Research conducted by (Mazzola & Disselhorst, 2019) shows that employee stress levels can reduce employee performance which will undoubtedly impact reducing the quality of service to the community. (Ciobanu, Androniceanu & Lazaroiu, 2019) Research conducted by Trougakos et al. (2020) indicates that adaptive working conditions during the COVID-19 Pandemic can improve employees' quality of life. Quality of life for employees is one of the conditions that need to be provided by the organization.

Employees can feel a quality of life if they are satisfied and appreciated by the organization and the people in the work environment in carrying out their work. (Gupta, Shaheen & Das, 2019) The degree to which employees feel respected and respected for their rights at work determines their work rights. Of course, job satisfaction is inseparable from the organization's role in providing a conducive work environment. (Dhamija, Gupta & Bag, 2019) Support from both the organization and the leadership in providing an excellent working atmosphere is an essential factor in improving employees' quality of life. (Ghai, 2003) The quality of life at work also felt if there is no feeling of being neglected at work and conflicts with colleagues. There needs to be good communication and cooperation between colleagues and leaders to feel satisfied with their work and feel more enthusiastic about completing their work during the COVID-19 Pandemic.

Employees' quality of life is also related to mental strains associated with stress levels at work (Frankenhaeuser, 1981). The higher the level of stress felt by employees will have an impact on negative outcomes such as deviant behavior (Nasurdin, Ahmad & Razalli, 2014; Haider, Nisar, Baig & Azeem, 2018), decreased quality of life (Vindegaard & Benros, 2020), mental health decline (Graffigna et al., 2020) and has an impact on employee psychology (Ping et al., 2020).

During the COVID-19 Pandemic, changes in work patterns caused high levels of employee stress. Research conducted by Burdorf, Porru & Rugulies (2020) proves that the impact of COVID-19 affects high levels of employee stress. Likewise, Que et al. (2020) prove that changing work patterns can improve psychological erratic. Furthermore, research conducted by Mamun & Ullah (2020) shows that the impact of COVID-19 causes high levels of unemployment; of course, this has an impact on people's income. The hypothesis proposed in this study base on previous research, which shows that the more conducive the working conditions will increase the employee quality of life.

Conducive working conditions play one of the essential roles in improving employees' quality of life, indicated by job satisfaction. Research conducted by Lee et al. (2014) shows that working conditions are closely related to employees' fictional and mental conditions and affect mental health psychologically. Furthermore, the results of the study indicate that conducive working conditions can increase job satisfaction. Conducive working conditions are also closely related to how employees feel about their work which response to colleagues and superiors. For example, Qureshi et al. (2015) show that conducive working conditions are closely related to mobbing behavior in the workplace.

Picakciefe, Acar, Colak and Kilic (2017) indicate that unfavorable working conditions can cause mental strain at work. Dollard, Skinner, Tuckey & Bailey (2007) show that working conditions are closely related to Communication and Feedback that occurs in organizations. Sischa, Schmidt and Steffgen (2018) also indicate the existence of cooperation, a dimension of the Luxembourg Workplace Mobbing Scale (LWMS) related to individual work conditions. Elfering et al. (2017) indicate a close relationship between working conditions and Appraisal in surgery nurses. Based on previous research, the more conducive the working conditions will increase the dimensions of the employee quality of life consisting of Satisfaction and Respect, Mobbing, Mental strain at work, Communication and Feedback, Cooperation, and Appraisal.

Based on the hypothesis proposed, this study aims to determine the effect of working conditions on employee work quality. The study results expect to contribute to further developments regarding employee work quality during the COVID-19 Pandemic.

**METHODS**

To test the data, the authors conducted a survey approach. This survey conduct for employees who work in local government organizations engaged in the transportation sector. The survey is carried out indirectly by providing questionnaires to authorized parties distributed by the organization to employees following health protocols, namely by handing over to employees directly when the employee is on duty directly coming to the office. During the COVID-19 Pandemic, the organization established a work from a home pattern with one working day directly coming to the office according to the predetermined schedule. A total of 201 employees filled out the questionnaire that they had to give previously—the questionnaire measures working conditions and quality of life associated with conditions impacted by COVID-19.

The measurement of working conditions adopts the HSE Instrument, which consists of 35 instrument items. This instrument has been validated by several previous researchers such as Ahmadvand, Arjmandi, Mohammadi and Mirzahosseini (2020) and Edwards, Webster, Van Laar and Easton (2008) also by Akbari, Satkin, Gangi, Akbari and Fesharaki (2017). The selection of this instrument base on measuring employee stress concerning working conditions in an organization. It can represent the measurement of working conditions during the COVID-19 Pandemic.

While the employee quality of life measurement adopts the Measuring Quality of Work questionnaire (MQW) developed by Steffgen, Kohl, Reese, Happ & Sischka (2015), which validated using three languages, namely German, French and Luxembourgish, this instrument consists of 21 statement items, while the instrument measures such as Satisfaction and Respect on work and working conditions in the workplace. Measuring assessments of work performed and mental strain at work.

After the questionnaires are collected and the questionnaire results recapitulated, then the data quality test analysis is carried out by referring to the validity and reliability testing. In analyzing the data, the writer used a non-parametric approach with a partial least squares approach.

**Table 1.** The results of the calculation of the validity and reliability of the research instrument

<b>Variables</b>	<b>Dmd</b>	<b>Ctl</b>	<b>Sup</b>	<b>Peer</b>	<b>Rel</b>	<b>Rol</b>	<b>Ch</b>
Demands	0,681 - 0,770						
Control		0,580 - 0,765					
Supervisor' Support			0,680 - 0,760				
Peer support				0,743 - 0,873			
Relationships					0,646 - 0,853		
Role						0,676 - 0,867	
Change							0,812 - 0,836
Satisfaction and Respect							
Mobbing							
Mental strain							
Communication							
Cooperation							
Appraisal							
CR	0,871	0,843	0,819	0,884	0,869	0,894	0,862
CA	0,821	0,776	0,705	0,823	0,796	0,850	0,759
AVE	0,530	0,574	0,531	0,656	0,626	0,629	0,675

(Table 1 continued on next page)

(Table 1 continued)

Variables	Sat	Mob	Men	Com	Coo	App
Satisfaction and Respect	0,615 – 0,787					
Mobbing		0,743 – 0,846				
Mental strain			0,904			
Communication				0,824 – 0,844		
Cooperation					0,788	
Appraisal						0,864
CR	0,812	0,851	0,899	0,871	0,766	0,855
CA	0,710	0,737	0,775	0,779	0,790	0,760
AVE	0,567	0,657	0,816	0,693	0,621	0,746

Table 1 shows that the research instrument is valid and reliable so that further analysis can carry out. The further analysis shows in Table 2, where the calculation results include the coefficient value, p-value, and hypothesis testing.

**Table 2.** The results of the calculation of hypothesis testing

Variables	Coefficient	p-value	Result
Working Condition → Satisfaction and Respect	-0.286	0.166	Reject
Working Condition → Mobbing	0.160	0.010	Accept
Working Condition → Mental strain at work	0.380	0.004	Accept
Working Condition → Communication and Feedback	0.265	0.008	Accept
Working Condition → Cooperation	-0.170	0.154	Reject
Working Condition → Appraisal	-0.012	0.051	Reject

The calculation results show that several dimensions are not significant, namely satisfaction and respect, cooperation, and appraisal. In contrast, the dimensions of mobbing, mental strain at work, and communication and feedback are significant, as seen from the p-value <0.05.

**DISCUSSION**

The calculation results indicate that the more conducive the working conditions will be, the higher the employee quality of life. Based on the hypothesis testing results, it knows that working conditions affect the quality of employee work through the dimensions of mobbing, mental strain at work, and communication and feedback. The dimension of mobbing relates to employees' feelings regarding the work they are doing, which colleagues and superiors assess. High levels of criticism and conflict with colleagues in completing work will significantly affect employees' quality of life, resulting from problems. The existing conditions indicate that employees' feelings about their work behavior have shown adequate results and can affect their quality of life expectations. The mental dimension of strain at work relates to the pressure felt by employees in completing their duties, in this case, the work from a home pattern is adequate for employees where the target work tasks that must complete have been adjusted to the conditions of the impact of COVID-19 so that employees feel that they are not decreasing hope his quality of life.

While the dimensions of communication and feedback are closely related to communication patterns between coworkers and superiors concerning work, during the COVID-19 Pandemic, communication patterns could be represented through online media, making it easier for interactions between colleagues and superiors.

This study's results are based on findings in the field based on indicators of working conditions in this study, namely support for employees. Giving freedom over their working time, feeling support from supervisors, feeling support from colleagues, a good relationship between employees, and understanding their jobs and changes that employees can tolerate. Employees felt work conditions during the COVID-19 Pandemic that the leadership provided adequate

support so that the atmosphere of comfort felt by employees in carrying out their work could encourage work passion which previously decreased due to the impact of COVID-19. Employees can understand changes in work patterns that superiors have dissociated. Employees can also consult about changes regarding their work in connection with work from home with their superiors. Furthermore, when changes are made, employees can understand how to cope with completing their work. Research conducted by Gupta et al. (2019) revealed that employees' quality of life could obtain through psychological capital owned by employees.

Employee work relationships that occur in an organizational environment are fun because the leadership always greets, asks news, and provides support to employees related to work where employees can rely on the leadership to help employees solve their work problems, even employees can tell their superiors about something that makes employees upset at work—workplace due to changes in work patterns imposed due to the COVID-19 Pandemic. Uhl-Bien & Arena (2018) states that leaders' role in overcoming rapid change can increase the achievement of previously set organizational goals.

On the other hand, organizations provide opportunities for adequate rest by not applying unrealistic time pressures. Less conducive work has a significant impact on employees' quality of life, as indicated by anxiety and depression; therefore, it is necessary to follow up with the organization to minimize this impact. (Troughakos et al., 2020) The working conditions that existed during the COVID-19 Pandemic also allowed employees to control their work speed and decide how to do their jobs. These findings indicate that support for adaptive working conditions during the COVID-19 Pandemic can provide an adequate quality of life for employees.

However, the results of this study also indicate that conducive working conditions have no implications for employee satisfaction at work during the COVID-19 pandemic; this is due to a shift in work patterns that shift to work from home. Employees feel that working from home causes a decrease in interaction between employees and leaders. The support provided by colleagues and leaders in connection with the completion of work is still not adequate. The results also indicate that working conditions affect communication effectiveness between co-workers and superiors; however, it does not affect employee work coordination.

Coordination of work when completing work assignments when working from home requires using online information technology devices; however, some jobs require coordination in the field with direct interaction, which limits health protocols during a pandemic. This condition causes ineffective coordination in completing work that must be carried out offline, such as determining the location, procurement, installation, maintenance, and removal of traffic signs and transportation support facilities; support from the organization needs to facilitate the work more adaptive. The results also indicate that a conducive working condition does not affect the Appraisal dimension. The difficulty of evaluation and monitoring indicates by the leadership during the COVID-19 pandemic. Therefore, it is necessary to make work adjustments by adjusting to the existing work situation and conditions to provide a comfortable feeling when completing their work following health protocol standards.

### **CONCLUSION, RECOMMENDATION, AND LIMITATION**

The results indicate the influence of working conditions on the quality of work of employees. The results indicate that providing support to employees can improve the quality of life of employees. There is freedom over their working time concerning work from home patterns linked to work targets that have been adjusted. Employees feel support from supervisors in carrying out their job duties. There is still support from colleagues, which indicates a good relationship between employees and changes that employees can tolerate in connection with changing work patterns that can improve the quality of life of employees that previously decreased due to the COVID-19 Pandemic.

The results of this study recommend that the support of organizations and parties involved in the work environment provide adaptive working conditions that are adapted to existing work situations and conditions to provide good quality of life to employees following applicable health protocol standards.

The limitation of this research lies in the research object, which only focuses on public organizations that provide transportation services to the public; it is necessary to add to a wider research object so that more comprehensive research results can be obtained. Likewise, the measurement method, which still uses a non-parametric approach, suggests further research to use a parametric approach with a larger number of samples.

#### AUTHOR BIOGRAPHIES

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**NOTES**