The Relationship Between Resilience and Subjective Well-Being Among Employees on the Work-From-Home Scheme in South Jakarta

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Abstract. This study aimed to explore the relationship between resilience and subjective well-being among employees who worked from home in South Jakarta. In light of the amount and sort of adaptations and adjustments brought about by the Covid-19 pandemic on various aspects of the life of employees, enduring such chronic state of stress presented a much-needed exploration into their psychological states and resources in order to map out the kind of support and ecosystem needed for employees to still be able to thrive in post-pandemic society 5.0. This study used correlational statistics that involved 200 participants ranging in age from 20-60 years who worked from home and full time in South Jakarta. Correlational results found a significant positive relationship between resilience and subjective well-being among employees who worked from home in South Jakarta, r= 0.701, p<.05. It was found that the higher the resilience, the higher the subjective well-being among employees who worked from home in South Jakarta.

1 Introduction

Since the World Health Organization (WHO) declared the Coronovirus a pandemic at the start of 2020, the Indonesian government quickly responded by implementing various policies to prevent further spread of the virus in the population [1]. By April, 2020, President Joko Widodo declared Indonesia was in a state of national disaster and a presidential decree soon after was released to manage the spread of the virus. In comparison to the other provinces in the country, the highest positive cases of the virus were often recorded in Jakarta.

The Covid-19 pandemic brought about various changes in terms of how work is carried out at the office. One of the changes that it brought was the possibility of various work schemes, alternative to the standard work-from-office practice. Numerous companies responded by implementing work-from-home and hybrid work schemes as means to abiding by the health protocol implemented by the government [2]; [3]. Nationwide, it was estimated that as many as 1.060.051 employees worked from home. In more detail, it was observed that as many as 1.365 companies had to shut down standard work operations and switched to work-from-home scheme among a total of 183.849 employees [4]. Another data from the Department of Public Works reported that during the Covid-19 Pandemic, the majority of forced closures of work took place in South Jakarta after many failed to abide by the health protocols imposed by the government.

There had been several explorations into this change of work practice and looking at the various findings raised concerns over the effectiveness of work schemes in the new normal. For example, a study by [5] found that several challenges to making the work-from-home scheme work, namely internet costs/connection issues (67,9%), complaints regarding virtual meetings (52,3%), and issues related to not having the appropriate technology to support work (41,8%). Other studies reported negative impact of the work-from-home scheme in the sense that it brought on highly stressful adaptations in terms of receiving more demands from work (oftentimes, it was the impression that employees could be contacted at any hours of the day for work matters), work flow issues (communication breakdowns), work process issues (boredom, difficulty to concentrate on the task at hand), as well as anxiety over possibly being terminated [6]. According to [7], employees who worked from home often worked overtime or spending time at work beyond their normal work hours due to a higher workload that needed to be managed while also simultaneously attending to needs of the household and the family. It was discussed further that the work-from-home scheme was observed to marked incidences of emotional tensions, fatigue, mental health issues and concerns over well-being (increased cases of among others stress, depression, anxiety, suicide, fears) [8]. This work culture in the new normal understandably raised concerns among employees whereby it gave the sense of needing to exert more energy to build relationships with colleagues. In

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other words, the perception of the standard work-from-office scheme became more favorable because it was perceived to make it more possible a closer relationship among employees needed for productivity [9]. Several studies reported that during the lockdown in the Covid-19 Pandemic in Indonesia, employees who had to work from home did not report high ratings on subjective well-being. In light of the challenges of working from home, several studies explained that this may be due to low sense of hope and resilience that played roles in psychological health and subjective well-being [10-12].

A positive response to the daily operations at work was also noted in efforts to boost morale and collective sense of resilience in the workplace. Some companies held routine prayer meetings among their employees to gather and offer positive thoughts, prayer and energy in the hopes that the pandemic will come to an end soon enough and praying for everyone's safety in the process [13].

As Indonesia prepares for an endemic from the Covid-19 virus, the various work schemes that were in place in response to the pandemic remains to be debated as to their effectiveness and need for the future outlook of work schedules. The various considerations of the work-from-home scheme, in particular remain to be relevant to be discussed and explored. For companies, the debate about the effectiveness of the work-from-home scheme need to take place. Regardless, efforts to look into the resilience and well-being of employees need to be studied further in order to provide effective support to still thrive and perform in the new normal. A study conducted by [14] described how resilience was found to be a protective factor in psychological disorders or in responses to disruptions in life. In light of the amount and sort of adaptations and adjustments brought about by the Covid-19 pandemic on various aspects of the life of employees, enduring such chronic state of stress presented a much needed exploration into their psychological states and resources in order to map out the kind of support and ecosystem needed for employees to still be able to thrive in post-pandemic society 5.0.

The objective of the current study was to explore the relationship between resilience and subjective well-being among employees who worked from home in South Jakarta. This primary objective of the study could be obtained from the various previous researches on the topic and whose results point to the need to explore further the relationship between resilience and subjective well-being among the majority of those who were currently working from home in the pandemic. Furthermore, South Jakarta became a primary focus of the study because of the concentration of various fields of work in the megacity [15]. The correlational design was fitting for such an objective because the context at which the constructs were measured provided a new context of examination.

1.1 On Resilience

According to [16] resilience represented a competency to appropriately respond to the challenges presented in life and played a role in the development of mental health. Also, [17] described resilience as a conscious effort to enable someone to persevere in difficult circumstances. Furthermore, [18] discussed resilience as a personal ability to be optimistic, have strong convictions and competencies as well as the ability to still develop in the face of adversity and difficulties of life.

In the literature, there were results that point to a positive relationship between resilience and subjective well-being [19] – the higher the resilience, the higher the subjective well-being. In addition, someone who was high on resilience was also linked to better lifestyle and physical performance as well as mental health. With regards to work, an individual who was high on resilience was found to perform better when compared to another who was low on resilience. Being low on resilience was also observed to higher incidences of depression, anxiety and self-blaming [20].

[18] went on to describe resilience further as made up of 5 aspects, namely:

1.Personal competence

This aspect related to the extent an individual perceived self to be competent to reach one's goals even if there may be obstacles or failures along the way. It was understood that when an individual was under pressure or stressed, this may lead to feelings of doubt about a favorable outcome. Therefore, in such a situation, an individual would benefit from having high standards and being able to persevere from it. In other words, personal competence may be represented by the following set of indicators: ability to persevere and having a high standard.

2.Trust In One's Instinct: tolerance of negative affect; strengthening effect of stress

This aspect was linked to the ability to remain calm in one's actions. An individual with an ability to remain calm tended to be cautious in perceiving at the situation at hand. In addition, such an individual tended to have more tendencies to cope better and quicker in stressful situations as well as remained focus although under pressure. Trust in one's instincts may be represented by the following set of indicators: ability to trust one's instincts, tolerate negative affects and cope with stress.

3.Control and Factor

This aspect described one's ability to exert self-control and reach one's goals. An individual high on control would have the ability to have a sense of control over him/her self in the process of attaining one's goals and would have the ability to find and receive support from others in situations of need. Therefore, control may be represented by the following set of indicators: self-control.

4.Spiritual

This aspect described the extent an individual had the ability to face challenges because of one's beliefs in God and fate. An individual high on this aspect would perceive problems that may come as the will of God and needed to be dealt with with a positive manner in order to achieve one's goals. Therefore, the spiritual aspect may be represented by the following set of indicators: belief in God and fate.

5.Positive acceptance of change and secure relationship

This aspect described the extent an individual could accept obstacles or difficulties positively and also the ability to communicate effectively with others in challenging times. Therefore, this aspect may be represented by the following set of indicators: ability to accept changes in a positive manner and maintain good or secure relationships with others.

1.2 On Subjective Well-Being

According to [21], subjective well-being represented an individual's overall cognitive and affective evaluations on one's life. In this regard, therefore, in evaluating subjective well-being, this entailed cognitive appraisals on one's overall life satisfaction as well as satisfaction with relations to other more specific areas of life. Furthermore, subjective well-being also took into account affective appraisals pertaining to both positive and negative affects that one may have. An individual high on well-being would also represent an individual who was highly satisfied with one's life, felt joy and not very often having to deal with negative emotions.

There could be found 2 aspects of subjective well-being in Dienner's framework of subjective well-being:
1. Cognitive
The cognitive component to subjective well-being referred to the extent an individual thought that one's life has gone on well. The cognitive aspects to subjective well-being may be represented by sense of life satisfaction and domain-specific satisfaction.
With regards to some findings that explored this aspect of subjective well-being among employees in the workplace, cognitive appraisals described the extent an employee may be satisfied with various aspects of work. In [22] study, it was found that 74% of respondents reported higher satisfaction at work because of technological facilities available, 70% reported having sense of balance between personal and professional aspects of life, over 57% reported being motivated and as much as 75% reported satisfied with improvements at work.
2. Affective
The affective component to subjective well-being referred to the extent an individual felt about how one's life had been. The affective aspects to subjective well-being may be represented by sense of balance between positive and negative affects that one had experienced in life. Positive affects may come from positive reactions to an important life event, therefore one felt experiences of joy, feeling strong, enthusiastic and proud. Meanwhile, negative affects may come from negative reactions culminated from one's daily life that led to one experiencing feelings of disappointment, conflict or anxiety.
With regards to some findings that explored this aspect of subjective well-being among employees who worked from home during the Covid-19 Pandemic and with mixed considerations about the work-from-home scheme. Several studies [23-25] found that how favorable the work-from-home scheme was perceived depended on the employees' abilities to manage their emotions. In particular, one's emotional agility (being able to manage effectively various kinds of emotions,

therefore management of stress) within the affective component of subjective well-being was the component that kept resilience afloat during trying times. [26] supported such findings in their observations that employees who were high on subjective well-being also reported lower incidences of burnout in the work process. An individual high on subjective well-being would also be likely to experience more joy and not very often experience negative emotions such as sadness and anger in life. The opposite held true also: that when individual was low on subjective well-being, it would also be more likely that the individual more often experienced negative emotions such as sadness and anger.

2 Methods

The current study made use of correlational statistics to test the relationship between levels of subjective well-being and resilience among employees who worked from home in South Jakarta. The participants (gathered via convenience sampling) were 200 employees (males: n=93; females: n=107) who worked from home during the Covid-19 Pandemic whose work was located in South Jakarta. Measurement of resilience made use of the adapted version in Bahasa Indonesia by [27] based on the framework of Connor and Davidson. This adapted version comprised of 48 items that used a 5-point Likert scale that measured the overall level of resilience; its reliability was found to be high, Cronbach α=0.973. Meanwhile, the measurement of subjective well-being made use of the adapted version in Bahasa Indonesia by [28] of the Scale of Positive and Negative Experience (SPANE) developed by [29]. This adapted version comprised of 8 items that used a 5-point Likert scale that measured the general level of subjective well-being; its reliability was found to be high, Cronbach α=0.913.

3 Data Collection

Pearson correlational results found a significant positive and strong relationship between resilience and subjective well-being, r=0.701, p<.00. Therefore, the alternative hypothesis was accepted and the null hypothesis was rejected. It was gathered that the higher the resilience, the higher the subjective well-being among employees who worked from home in South Jakarta, and vice versa.

4 Results and Discussion

Correlational results of the current study provided support for findings from several previous studies, namely [25] who found that resilience, emotional intelligence and well-being played roles in the work performance of employees; and [24] who explored in depth the relationship between subjective well-being and resilience and found a buffering effect of stress

management training (as part of well-being) on resilience.

It could be implied that resilience played an important part on the extent the adaptation process took place among employees who had to work from home because of Covid-19 Pandemic physical restrictions. As discussed in the introduction, working from home presented numerous challenges to the work flow, process as well as culture in the workplace for employees. The pandemic brought on added pressure having to do work from home. In line with how [18] described resilience, that it was a personal ability to be optimistic, have strong convictions and competencies, as well as the ability to still develop in face of adversity, the same could be implied about the employees who were the participants of the current study – that in working from home, they had to be resilient and have good enough sense of subjective well-being to be able to manage the complexities of working from home. The higher the employees' resilience, the higher the subjective well-being [21]. It could also be implied here that the more the employees were able to perceive the positive from the difficult conditions, the higher the sense of well-being also [10]. In short, on the whole, for the majority of employees, they were able to develop resilience and subjective well-being in their experience of working from home during the Covid-19 Pandemic.

4.1 Proposed Improvements

Several methodological recommendations could be made considering the results from current study, namely: ensuring gender representativeness of the sample, and refine the job levels in order to better analyze the results.

5 Conclusion

The current study set out to explore the relationship between resilience and subjective well-being among employees who worked from home in South Jakarta. Based on results from a total of 200 participants in South Jakarta ranging from 20 to 60 years of age who worked from home during the Covid-19 Pandemic, it could be concluded that there was a significant positive and strong relationship between resilience and subjective well-being. It was found that the higher the resilience, the higher subjective well-being of employees who worked from home.

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