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Название, аннотация, ключевые слова

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Title	Understanding of Employees' Eustress and Distress Types During Covid-19: A Qualitative Study
Abstract (200–300 words)	The purpose of this study was to determine the eustress and distress of employees during the pandemic. The participants of this study were the employees who work from home during Covid-19. Semi-structured interviews were applied to 21 employees from various public institutions and private companies in the Jakarta area. This study is qualitative research; the choice of this design is to study the phenomena that occur among employees when faced with a pandemic condition and are required to change the way they work and maintain the independence of research results. Workload, poor communication, and work pressure are types of distress experienced by participants, and how they perceive and how to adapt these is with setting work priority scales. However, they also have the stress of positive stress in sharing time with family and flextime. The participants, little by little, can divide their time and finish the work on time. From this study, it can be concluded that most of the participants chose the work priority scale as an essential part of this case vital in this case, with the passage of time, the workers will be more active in how they solve the problem. The pandemic will not end soon, but the ability to start a new life (new normal) is a necessity to survive.
Keywords (3–7)	Eustress, Distress, Workload, Poor Communication, Work Pressure,

Introduction

Lack of vigilance and lack of sufficient information about the Covid-19 Virus resulted in a massive impact on countries that were not alert. This virus has claimed more than one million lives worldwide to date. The solution, all governments' definite normal steps are to impose lockdowns to prevent the spread of the virus and start experiments to produce a vaccine. The government's non-populist policies have an excellent aim to avoid destructive conditions such as the collapse of society. This policy has been considered by government officials to suppress the economic crisis and even a country's fall. Of course, this policy has a dark side for companies, business stakeholders, and the workers themselves. Those who have good management will try to tighten their belts to survive during this pandemic, such as laying off employees, closing branch offices, and reducing employee working hours are some of the commonly used strategies.

International Labour Organization, (2020) state that the labor market has been completely touched by the enforcement of lockdown actions, including some forms of workplace shutdown. As of June 15, almost a third of the staff worldwide (32 percent) reside in their respective countries with required business closures for all except the vital workplace. An additional 42 percent reside in their countries with required business closures for several fields or types of staff, and another 19 percent in countries with advised business closures (Figure 1).

Roundly, 93 percent of the labor markets keep living in their countries, with business closure actions of several types still required. This market share has stayed consistent since mid-March, although there has been a marked switch off towards softer measures. as an illustration, the portion of staff in countries with a tight form of business closure reached its peak approximately at around 70 percent at the end of March and afterward come down to 32 percent in mid-June (International Labour Organization, 2020).

Figure 1. Share of world's employed in countries with workplace closures, 1 January–15 June 2020 (percentage).
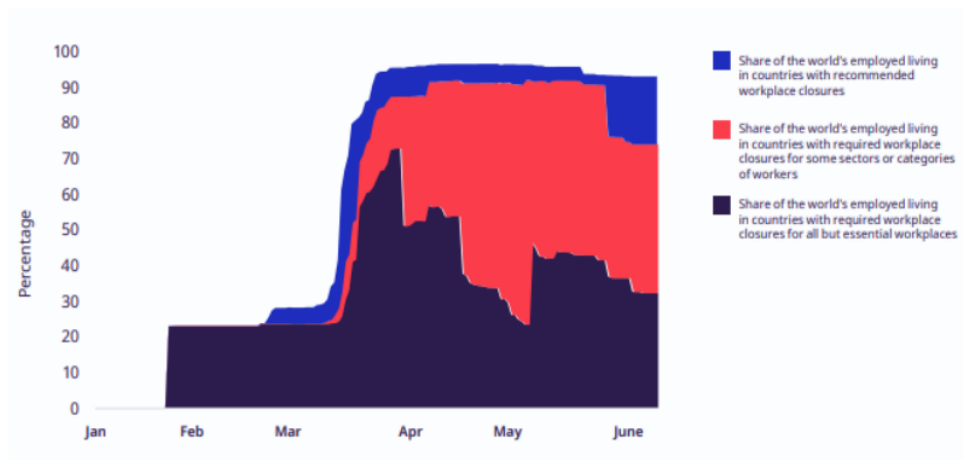
Source: ILOSTAT database, ILO modelled estimates, November 2019; Oxford COVID-19 Government Response Tracker.

The reduction of working hours and working at home has a psychological effect that is not good for employees; if it continues for an extended period, it can result in acute stress. At this time, occupational stress forms a massive issue in many work fields/businesses. Increasingly, employees have to deal with poser conditions like "overwork, job insecurity, low levels of job satisfaction and a lack of autonomy" (Bickford, 2015). Consequently, inspect how and under which circumstances distress and eustress are experienced seems to be of substantial interest for this research to get a preferable grasp of all constructs of stress. Before focused on distress and eustress constructs, the disparate parts of stress generally need to be explained in more detail. Indonesia is no exception; the large-scale social restrictions imposed by the government force workers to work from home; this is stated in (the Republic of indonesia Government Regulation, 2020) concerning large-scale social restrictions to accelerate the handling of the coronavirus disease 19 (Covid19).

Indonesia, up to now, has not indicated a comedown in COVID-19 cases. Data accessed on 2020 June from the official website of the Indonesian government, www.covid19.go.id, demonstrates that the spread of COVID-19 cases has been nearly spread into all corners of the country. Some areas have reported a new case. it means that it has not stated that this outbreak will finish soon.

The Indonesian government has taken various steps to inhibit the transmission of COVID-19. For instance, it published Regulation No. 9 of 2020 (Indonesian Ministry of Health) focusing on Large-Scale Social Limitation Guidelines in launching COVID-19 management. It organizes several limitations for the society, for instance, operation of public transportation, work from home, in school hours, and so forth. These ordinances limit the mobility of societies (the Minister of Health of the Republic of Indonesia, 2020). Policies to tackle the spread of Virus COVID-19 in Indonesia have affected various aspects of life. Implementation of large-scale social crisis events of anxiety (disorder), depression, and stress in society. Other factors that can cause a person to experience environmental disturbances, emotional and physical factors. In addition, the spread of false information (hoaxes) and conspiracy theories can also worsen the mental health conditions of the community.

Boredom and fatigue often appear during a month of working from home (WFH) due to the pandemic's coronavirus (SARS-CoV-2). Signs of stress and fatigue when working from home are visible from a tired body. Several other symptoms that appear can also indicate that the body is tired and needs refreshment. Stress and fatigue while working from home can be a result of overwork to an uncomfortable atmosphere. It cannot be denied that over time WFH is more tiring and can even cause burnout. There are triggers for burnout due to changing habits and being forced to adapt to new situations.

At workplace, stressors do not only mean negative to the employees' health but also can also mean positive to employees' performance. Employees can experience eustress condition when the stressor is appraised as something positive and distress condition is in the reverse. Even, Simmons and Nelson (2011) argued that Eustressed employees are more engaged at workplace,

Since there were just some research/studies with regard to what is actually which is called distress and eustress, and because the good or positive effects eustress able to offer. All of this is so important to engage this arrange in the restoration of working situations by producing an image of what is the constructs of eustress and distress signify to workers as well as how employees experience with these. The final destination of this research or study is to explore what makes a distinction between the

experience of distress from eustress concerning when and how workers in different working fields perceive it.

A greater understanding of the elements that distinguish eustress from distress may likewise increase value not just only for workers but also to employers, policymakers, and intervention designers trying to adapt working situations and encourage or produce eustress in order to exciting mastery, growth, and development that not far from employees. The research questions for this study are:

1) Under what condition do employees feel eustress?

2) How do employees perceive eustress?

3) Under what condition do employees feel distress?

4) How do employees perceive distress?

Stress

There are many conditions for workers, which are perceived as imposing. These conditions can be clarified as stressors. following on the coping and appraisal of the stressor, workers either have a negative impact on the wellbeing and person's mood or guide to energy and growth (Selye, 1974). Lazarus, (2000) mentioned that stressors are a dynamic construct arranged out of environmental and individual elements that are always exposed to changes.

It is because of the person's cognitive assessments, which conditions are noticed as stressful. The assessments are follow on the controllability, duration, source, and desirableness of the conditions (Fevre et al., 2003). Lazarus (1990) differentiate between secondary and primary assessment. Secondary appraisal stresses the valuation of what can be done about the conditions, while Primary appraisal refers to investigating the significance of the stressor. Implies that the stressor is accepted and after that evaluated and interpreted. The assessment assigns how to respond to a specific stressor.

Coping is designated to respond to the stressor, both in an emotional and behavioral in addition to cognitive manner. The primary goal of coping is to drop or even wipe out distress (Lazarus, 1984).

Carver et al., (1989) identify two categories of coping strategies. These are emotional-focused coping and problem-focused coping. It is attempted to tackle an issue or control the stressor, while the ultimate aims are to transform the emotional distress connected to the condition.

The stress reaction is the proper reaction to the noticed stressor, which can be perceived as eustress or distress. Because it is highly subjective, which conditions are believed as stressors and the quantity ways to assess and cope with these, there are many dissimilarities among persons. These subjective cognitive factors and situational elements specify distinctions in the stress reaction (Fevre et al., 2003).

Figure 2. The Transactional Model of Stress adapted from Lazarus & Folkman, (1987)
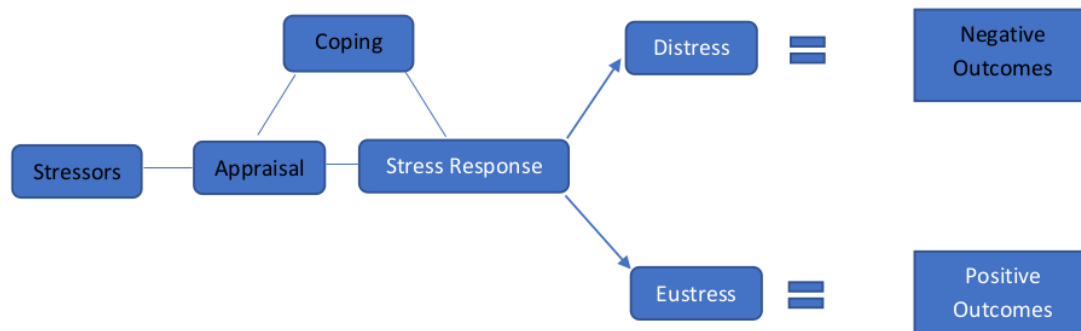
Distress and Eustress-Two different Stress Responses

If stress develops in huge quantities, the individual cannot cope with, and it can lead to distress, which goes along with negative mental or physical health impact (Canadian Centre for Occupational Health and Safety, 2000). Otherwise stated, distress is an adverse stress reaction because of a negative appraisal of the condition and inadequate coping maneuver. even though there is an unclear description of distress, there is an agreement that it establishes an inequality between perceived demands with the available capital to overcome with (Selye, 1974). Frequently, stress is associated with a negative allusion (Schafer, 1996) but unlike distress, another category of stress guide to an adaptive outcome:

eustress (Selye, 1976). Eustress develops when stress is assessed positively, and the individual is competent to use coping strategies to prevent distress from arising. Quick et al, (1997) Emphasize eustress as the constructive and positive stress reaction crucial to mastery, development, and growth. Eustress workers are mentioned to be more concerned at work, which Implies that worker's experience a large quantity of appropriateness, handleability, wish, and positive effect on their job demands (Simmons, B. L., & Nelson, 2007).

Occupational Eustress Models

The Human Resource Development (HRD) Eustress design promoted by Hargrove et al., (2015) propose a method for encouraging the expansion of eustress in institutions by concentrating on forestall distress. Furthermore, it attempts to supply a framework in how to work distress can be "converted from a threat into a source of energy with concomitant positive outcomes for employees and organizations" (Hargrove et al., 2015).

A person evaluating a stressor as a challenge on the contrary as a threat to both mental and physical health is highly possible to perceive the condition as eustress rather than distress. Cavanaugh et al., (2000) support this argument with their Challenge Hindrance Framework (CHF), In that challenge- related stressors guide to positive findings, while obstacle connected stressors guide to negative results. Issue stressors can be clarified as business demands, which are evaluated as a challenge. The point that issue, particulars job responsibility, job complexity, workload, and work pace (Podsakoff et al., 2007). With a determinate valuation, these types of stressors encourage the performance of tasks and personal growth.

Methodology

This study is a qualitative research, where according to Kothari, (2004), qualitative research is often applied in human behavior or people's way of thinking. In addition, he said that qualitative studies can identify specific research problem. Still, qualitative studies are considered better to have

more understanding about individuals' and or groups' experience and point of view (Hammarberg et al., 2016). Furthermore, Rossetto (2014) argued that Qualitative research, it is difficult to catch up the relationships in meanings, emotions, experiences. Then, considering the reaction to stress tends to be subjective, any study related to stress condition will better to conduct the study qualitatively and narratively with the assumption that it enables to understand the participants' lived experience. (Bryman, 2004)

This case study approach is used for this study in order to have better understanding of the stress experience of the employees who work from home during Covid-19 Pandemic in Jakarta area, Indonesia. The choice of this design is to study the phenomenon that occurs among employees when they faced a pandemic condition and are required to change the way they work and maintain the independence of research results.

A Pre-test of the interview questions was conducted by interviewing three employees in order to check the validity of the questions list. After the pre-test was clear, the questions then were delivered to the targeted participants. The targeted participants of this study were both managerial and staff levels who practice WFH during Covid-19 pandemic, in the age ranging from 24 to 55 (Table 1). Both levels of employees are from private and public organizations in Jakarta area, Indonesia. In this study, purposive sampling technique was used and semi-structured interviews were applied to 21 employees.

In collecting data process, considering the pandemic of Covid-19 situation, some of the interested participants in this study were sent the questions list of the interview via emails and the others were face-to-face. The questions list consists of four questions that cover participants' understanding related to stress. Each participant was interviewed about his or her responses to the email interview and then followed up via the telephone. The email interviews or telephone and face-to-face interviews were conducted in *Bahasa* and then translated into English. The results of the interviews were then transcribed and described as the input of content analysis approach.

In the actual study, in order to have a similar understanding or perception in the context of eustress and distress and to avoid any bias of understanding or perception, the authors firstly described the

concept of the two terminologies, eustress and distress, to the targeted interviewees before they answered the questions list.

Table 1. Participant; gender, age, Type of work, level, marital status, and job status.

Participant	Sex	Age	Type of Work	Level	Marital Status	Job Status
P1	Male	38 years old	Public	Staff	Married	Part Time
P2	Male	41 years old	Public	Staff	Married	Full Time
P3	Male	35 years old	Public	Staff	Married	Full Time
P4	Male	24 years old	Privat	Staff	Single	Part Time
P5	Male	53 years old	Privat	Managerial	Married	Full Time
P6	Female	37 years old	Public	Staff	Single	Part Time
P7	Male	37 years old	Privat	Staff	Married	Full Time
P8	Male	37 years old	Privat	Staff	Married	Full Time
P9	Female	26 years old	Privat	Managerial	Single	Full Time
P10	Male	33 years old	Public	Staff	Married	Full Time
P11	Female	55 years old	Public	Staff	Married	Full Time
P12	Male	52 years old	Public	Managerial	Married	Full Time
P13	Female	51 years old	Public	Managerial	Divorce	Full Time
P14	Male	53 years old	Privat	Managerial	Married	Full Time
P15	Female	46 years old	Privat	Staff	Married	Full Time
P16	Female	38 years old	Public	Staff	Married	Full Time
P17	Female	47 years old	Public	Staff	Married	Full Time
P18	Female	35 years old	Public	Staff	Married	Full Time
P19	Male	37 years old	Public	Staff	Married	Full Time

P20	Male	46 years old	Privat	Staff	Married	Full Time
P21	Male	37 years old	Public	Staff	Married	Full Time

Results

This part is trying to serve as an acknowledgement to the research questions "Under which circumstances do employees perceive eustress/distress?" and "How do employees perceive eustress/distress?" The semi- structured interviews were analyzed by reference to the expanded scheme of coding, producing in spacious types of cites concerning both form and content. The cites were translated from Bahasa to English language to provide a better representation of the results.

Table 2. Overview of codes regarding eustress with definition, and frequency in total.

Coding Category	Codes	Description	Total
Eustress	Accept the situation	Believe something is true/right	2 (5,12%)
	Share time with family	Spending some time with their family.	7 (17,9%)
	Use of new technology	Technology that totally changes the way something is performed or produced, mainly by labor-saving automation or computerization; a sampling of such technology.	3 (7,69%)
	Efficient	(Of a person) working in a well- organized and competent way	2 (5,12%)
	Flextime	Flextime stands for flexible time that is, a work adjustment that permits workers to choose the start and finish times of	6 (15,3%)

	their workday.	
A healthy life	A healthy life is a mode of existence that degrade the risk of being heavily unwell or dying early.	1 (2,56%)
Exercise	A movement that takes physical effort to implement and to support or improve fitness and health.	5 (12,8%)
Challenges	A challenge is a new situation and not easy which needs determination and high effort	3 (7,69%)
Open mindedness	Open-mindedness is the readiness to heavily seek evidence towards one's favored, goals, beliefs, or plans and consider such evidence honestly when prepared.	1 (2,56%)
Rest Time	Rest time needs a total break from whatever work or job-connected tasks and a full take a rest from anything which occurs tensions to the body or mind.	3 (7,69%)
Hobby	An activity that you do for pleasure when you are not working	4 (10,2%)
Interaction avoidance	Turning away actions, in relation to SAD (Social anxiety disorder) are matters that person do or do not do to lower anxiety on being in social	1 (2,56%)

		conditions.	
	Comfortable room	Comfortable or relaxed means the lack of painful, disturbing, or distressing component and, in a positive sense, stresses ease, satisfaction, and independence from pay attention [a comfortable climate].	1 (2,56%)
Total			39 (100%)

All participants experienced eustress when doing work at home (work from home) gradually but surely, they are able to adapt to new situations, which require them to work not according to their previous habits. Thirteen sub-codes were found from the interview results as shown in (Table 2).

The most frequent mention is found in the sub-code share time with family where there are 7 mentions and followed by Flextime in second place with 6 mentions. One of which is the participant P10 gave an answer related to share time with family code: "*Amidst the many jobs, it turns out that I can still make time to teach my children their school lessons, also play with my child* [...]" and is strengthened by "*My response is that when I enjoy eustress, I don't really think about full work because I can divide my time between working and family* ". And for the flextime sub-codes, participant P18 gives the clearest answer among the others "*I feel better physically and psychologically and can allocate my time better*" reinforced by another answer "*I can allocate my time better to do my main office tasks more flexibly*".

Table 3. Overview of codes regarding distress with definition, and frequency in total.

Coding Category	Codes	Description	Total
Distress	Workload	The amount of work or of working time	7 (18,9%)

		expected or assigned	
Work priority scale	The Priority is derived from the Impact and the Urgency, based on the context of an organization. Octopus can automatically derive an incident priority by selecting the impact and urgency of an incident.	5 (13,5%)
Mood	a temporary state of mind or feeling	1 (2,70%)
Lost Income	The terms "lost income" and "lost earnings," which are formed as synonyms, point to a quiet amount of currency that the claimant one and others have not received or will not be received because of conflict steady in the proposition's case. These can be in the form of lost income in the past as well as in the future.	1 (2,70%)
Side jobs	a job performs other than one's primary job, as a source of additional income	1 (2,70%)
Be grateful	Feeling or showing an appreciation for something done or received.	3 (8,10%)
Poor communication	Poor communication frequently comes up when there is an incompatibility between what is talked about and what is listened to. Otherwise stated, the individual being	5 (13,5%)

		communicated to misunderstands what we are sharing with them. Understanding is no longer reciprocal anymore.	
Time Management	A person's ability to use time effectively, efficiently, and productively, especially in the workplace	2 (5,40%)
Low productivity	The low productivity in the business refers to situations where one or more employee's complete production, processes, tasks, or sales ineffectively.	1 (2,70%)
Work Pressure	Work pressure is for the moment realized as a cognitive-energetic state of the individual, generating the experience of tension, or felt pressure, which is connected with the ongoing (in Progress) and predicted execution of work tasks.	4 (10,8%)
Pay Cut	A pay cut is a lowering in a worker's wage. Pay cuts are frequently made to decrease firing while saving the company cost through a hard economic period.	1 (2,70%)
Disturbances	The interruption of a settled and peaceful condition	2 (5,40%)
Direct Communication	Direct communication is an oration that delivers obvious messages or that obviously points actions. Direct	3 (8,10%)

		communication is frequently used in the business world to confirm explication concerning who has the competence to give the orders and what the demands are.	
	Adaptive	Adaptive is means to possess the competence or tendency to adapt a different condition.	1 (2,70%)
Total			37 (100%)

Table 3 shows 14 sub codes, with the highest frequency being the workload, which is 7 mentions/implications. as in the example in P1 "*Sometimes distress comes when homework accumulates and cannot be completed immediately*". P1 felt the need to help with homework and this could not be avoided because the participants spent more time at home than at the office. P3 experienced different things such as his statement "*When work piles up, there is not much communication between employees and leaders, and conflicts with family and children who also work from home*". P3 indicated that in addition to their work at the office, the participant also helped out with (online) assignments for their children. Meanwhile, P6 who still has the single status has a different problem, the following statement is: "*When there is a high workload, but the resources that can be accessed from home are very limited. There are many things that distract attention so that they cannot focus on work, so it needs extra effort. to complete the task* ". The participants felt the difference between working from home and directly at the office, because of the many distractions and access that was not as smooth as when working at the office.

Poor communication ranks number 2, which has a frequency of 5 times. Communication is very important between fellow employees or between superiors and subordinates for smooth work, this problem, for example, was shared by 2 participants, namely P11 and P12. Two participants who are

from managerial and staff level experienced the poor communication when they have to coordinate with their subordinates or supervisors and hence, this condition certainly effect the effectiveness of the organization. As a participant 11 stated that "*I feel distressed when I get an office assignment that I have to finish. Because in normal times I am used to communicating with colleagues about assignments. At work from home, communication is limited because I can only communicate via mobile phone, so messages are not always well conveyed* ". and participant 12 stated: "*I felt that when the assignment I gave to staff could not be done well. Because usually I will explain directly and guide the staff to do the task properly and correctly. Explanations can only be given online so there is miscommunication between me and staff* ".

For a research question about how do employees perceive distress? The most frequent content found is the Work priority scale, which is mentioned 5 times. Participants 1, 6 and 7 as representatives of several other participants who had similar or nearly the same answers stated: P1 "*My way of responding is to make a priority scale of which work is done first, the rest is done when conditions are in the mood to continue*", P6 " *Take a short break, and set priorities. Trying to set a schedule for breaks at work, so that you can focus more on work* "and Q7" *Must be able to calm the mind and focus which first needs to be done* ". Most of the participants are able to adapt well when they are faced with conditions that they do not usually face every day, setting priorities for work that must be done first makes them more able to be disciplined and manage their time.

Discussion

This study's results indicate the types of eustress and distress experienced by workers that they must adjust to the new work system and how the participants deal with them. The concept of these types of stress namely; eustress and distress were adopted form Lazarus & Folkman's Transactional Model of Stress (1987) in which the eustress and distress as the responses to the stressors. This model or concept has become popular although it has also raised controversy as well (Bienertova-Vasku, Lenart, Scheringer, 2020).

From the interview results, it was found that two keywords from eustress were mostly found, namely (1) share time with family, and (2) flextime. Working from home is a pleasure for a worker because he has more opportunities to stay connected with family, which they rarely get under normal conditions. However, behind this pleasure, it turns out that it has a wrong side for these workers, especially the lack of communication lines and jobs increasingly piling up because they are complacent with a comfortable atmosphere. Working from home is fun, but gradually it will make workers feel stressed. Being in a new situation is forced and demands to adapt to all the shortcomings and limitations are not beneficial. If previously, when working in an office, the focus was only on office affairs. After returning home, workers could take a break from work, but the situation was different; now, employees are forced to adapt to the office and home affairs. It is overlapped between two equally important things that ultimately lead to prolonged and overwhelming stress. Amid novel coronavirus almost all business houses, enterprises firms or institute switched from 'work at office' to 'work from home'. Lockdown provides most of working people get chance to work from home, in busy life get some time for family but it is not that easy (Kaur & Sharma, 2020).

The supervision level will be much reduced when workers work from home; they tend to complete tasks without pressure, such as being monitored directly by superiors. Individual's satisfaction is experienced by employees who can quickly complete office tasks, and the remaining time is used for other positive things such as sports or doing their hobbies. Kelliher & Anderson, (2010) show evidence that flexible workers record higher levels of job satisfaction and organizational commitment than their inflexible counterparts.

In table 3, we found three distress keywords, namely workload (the greatest number of words), poor communication (second order), and work pressure in the next order. When control is deficient because employees work from home, supervisors tend to increase their workload. Moreover, they are faced with work-family conflicts, for employees who have children are faced with helping children's school needs because the school also implements online classes. This condition is enough to create a distraction for an employee every day. Rahmawati, (2020) state that job satisfaction during work from

home is influenced by several things, such as mental workload and work-family conflict. As many as 80% of employees stated that mental workload increased during work from home, some employees felt a role imbalance between work and family.

Most employees experience poor communication during a pandemic. How to communicate does not directly cause the impact of misperceptions about tasks and vague meanings. Participants in a superior position experience this, and ordinary employees feel the same way, the existence of poor communication between employees or with leaders makes the organization not run productively. The need for research in this area is emphasized by Welch, (2012).

Participants who work as employees feel that even though they have more flexible time at home, their superiors try to provide additional tasks and have narrow deadlines. The adverse effects of schedule pressure arise mainly by working out of sequence, generating work defects, cutting corners, and losing work motivation (Nepal et al., 2006). To deal with the working conditions mentioned above, the participants tended to do a work priority scale, starting with their motivation when they worked and their work satisfaction, for instance fair wages, promotions or advancement, occupational safety, professional opportunities, and worker relations and work status (Zeb et al., 2009). Each worker has his priorities, which are more urgent to solve or more valuable for their future.

Conclusion

Living in a metropolitan city as the economic center of Indonesia is relatively easy, there is not much else to be fulfilled. Workers must spend most of their lives in the workplace from home. The high level of stress causes their mental health to be disturbed. The Covid-19 pandemic was completely able to change all the above statements, they were forced not to come to the office, communicate directly with colleagues and clients. with a little fun being able to gather with family, it turns out that the demands of work do not stop there, new stress arises that they have never experienced before. Workload, poor communication, and work pressure are types of distress experienced by participants, and how they perceive and how to adapt these is with setting work priority scales. However, they also

have the stress of positive stress in sharing time with family and flextime. the participants, little by little, can divide their time and finish the work on time.

From this study it can be concluded that most of the participants, both managerial and staff levels, chose the work priority scale as an important part of this case very necessary in this case, with the passage of time the workers will be more active in how they solve the problem. The pandemic will not end soon but the ability to start a new life (new normal) is a necessity to survive.

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FINAL GRADE

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GENERAL COMMENTS

Instructor

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