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A DESCRIPTIVE STUDY OF DIGITAL STRESS AMONG EMPLOYEES WHO ADOPT A HYBRID WORKING SYSTEM AT PT. XYZ

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Abstract

One consequence of pandemic COVID-19 was that most companies implemented a hybrid working system (a mixture of work from home and office). During this period, employees at PT. XYZ who adopted the hybrid working system, experienced stress that caused by the usage of massive information and communication technology, that resulted in psychological detrimental effects. The objective of this study was to investigate the level and the types of digital stresses that faced by those employees. This research took place in March 2022, used a quantitative, online survey-based questionnaire named Digital Stressors Scale (α = 0.865) consisted of 50 questions with seven-points Likert Scale and convenient sampling technique, involving 107 employees of PT. XYZ as the participants. Data were then analyzed using descriptive statistics with the help of SPSS software. Result suggested that overall employees faced a high level of digital stress and the highest mean among the 10 dimensions of digital stress was invasion (M = 4.18, SD = 1.47 - stress about the tendency harming their individual personal data). The result is expected to help the management to think of various solutions to curb the problems as to improve the well-being of the employees working at PT. XYZ.

Keywords: *digital stress, hybrid working, information and communication technology (ICT), stressor*

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Abstrak

Salah satu konsekuensi dari pandemi COVID-19 adalah sebagian besar perusahaan menerapkan sistem kerja hibrid (campuran work from home dan office). Selama ini karyawan di PT. XYZ yang mengadopsi sistem kerja hibrid, mengalami stres akibat penggunaan teknologi informasi dan komunikasi yang masif, sehingga menimbulkan efek psikologis yang merugikan. Tujuan dari penelitian ini adalah untuk mengetahui tingkat dan jenis tekanan digital yang dihadapi oleh karyawan tersebut. Penelitian ini berlangsung pada bulan Maret 2022, menggunakan kuesioner kuantitatif berbasis survei online bernama Digital Stressors Scale (α = 0,865) terdiri dari 50 pertanyaan dengan Skala Likert tujuh poin dan teknik convenience sampling, melibatkan 107 karyawan PT. XYZ sebagai peserta. Data kemudian dianalisis menggunakan statistik deskriptif dengan bantuan software SPSS. Hasilnya menunjukkan bahwa secara keseluruhan karyawan menghadapi tingkat stres digital yang tinggi dan rata-rata tertinggi di antara 10 dimensi stres digital adalah invasi (M = 4,18, SD = 1,47 - stres mengenai kecenderungan merusak data pribadi individu mereka). Hasil penelitian ini diharapkan dapat membantu pihak manajemen untuk memikirkan berbagai solusi untuk mengatasi permasalahan tersebut sehingga dapat meningkatkan kesejahteraan karyawan yang bekerja di PT. XYZ.

Kata kunci: *stres digital, sistem kerja hibrid, teknologi informasi dan komunikasi (TIK), stresor*

INTRODUCTION

The world has changed, and the biggest change has happened in the realm of technology usage. Ever since the spread of the Coronavirus Disease 19 (COVID-19) in Indonesia that started on March 2, 2020, led the President of Indonesia, Joko Widodo, to state that the COVID-19 pandemic has brought Indonesia into a faster digitization process due to the urge to utilize digital technology in this emergency (Karina, 2021). According to McKinsey (2020), the pandemic has limited the space for human activity, forcing face-to-face interactions to switch to online. With the urgency caused by the COVID-19 pandemic, the industrial sector must also start implementing the use of technology in their daily lives and digital transformation occurs (Kirana, 2022).

Along with the entry of the new normal era, many companies must adapt and make several adjustments to the hybrid working work system, namely a working system that combines work from the office (WFO) and working from home (WFH). By implementing a hybrid work system, many companies have contributed to reducing the COVID-19 cluster and giving employees the option to implement the most effective work system (Maharani, 2022). According to Nugraheni (2021), 68% of employees want to implement a hybrid work system, 23% want to fully implement the WFH system and the rest are WFO. Most of the employees whose companies implement a hybrid work system generally expect their employees to work using technology as a communication tool and work device, but one of the weaknesses of the hybrid work system is that not all employees understand the use of technology or do not always have adequate internet access (Ismi, 2021).

Hybrid working systems that are often encountered during the COVID-19 pandemic and can be run efficiently and productively if supported by optimal technology tools, however, it is not without its challenges. Data obtained from Consultancy UK (2020) shows that 18% of employees experience stress and anxiety about using technology when they work, this is due to the difficulty of using technological devices used by employees from the United Kingdom to carry out their work every day. Data from Microsoft (2021) also reveals that working remotely affects as many as 40% of employees experiencing a decrease in interaction activities with other team members, 61% working outside capacity, and 68% of Generation Z have difficulty adapting. This is less than optimal development for the company, and the increase in working hours and digital meetings tend to negatively affect focus so this phenomenon becomes one of the triggers of work stress in employees. Furthermore, the impact that can be felt on digital users is the pressure to feel that they must be online all times, feelings of anxiety arise about the response they get, fear of losing or missing out on current information, and depression thanks to messages that come in continuously (Poerwandari, 2021).

One example of a company that implements a hybrid working system is PT. XYZ and has been running for approximately two years starting from the beginning of COVID-19 entering Indonesia in March 2020 until today. PT. XYZ is engaged in consulting services, established in 2001, and located in South Jakarta, focusing on services including psychometric tests for assessment, human resource development (HRD), and headhunters. PT. XYZ has changed their work system which was previously done offline to be online. In implementing the online work system, technology is the main basis for PT. XYZ so that work productivity continues to run according to the company's standard procedures. Examples of changes that occur from offline to online transitions are when conducting candidate interviews and

providing assessment services. While PT. XYZ itself has been using technology for a long time to make daily reports, which until now continues to be developed to speed up the work process.

The current pandemic situation requires employees to use digital platforms to conduct virtual meetings that can cause stress to employees due to frequent virtual communication (Herlambang, 2021). As the description of the phenomenon that occurred at PT. XYZ when it comes to implementing a digital system in the company, based on the observations of researchers at PT. XYZ when employees have to do daily reports using the office system but the system crashes which causes all data not to be saved, this makes employees have to repeat all reports with the same deadline so that the pressure felt by employees is increasing. Based on the researcher's observation and personal communication**,** employees of PT. XYZ also feels like they are required to always reply quickly so that they are always updated with their colleagues even though they are in a remote situation, a similar phenomenon does not only occur at PT. XYZ. Online meetings are also one of the obstacles for the superiors of PT. XYZ because they must ensure that there is no misinformation among its employees. Recently, one of the employees from PT.XYZ has received an unknown e-mail containing a link, but the employee felt suspicious and asked the Information Technology (IT) team for help to check the link. As a result, after being checked by the IT team, they informed the employee that the link was indeed spam and was asked to ignore it because they feared that it could harm the company database. Miller (2022) also describes that the challenges during online meetings include ensuring that the conditions experienced by employees when they are not in the office are not worse than those in the office. The main challenge that often felt by employees of PT. XYZ is an unstable network or internet. Azka and O'Halloran (2021a; 2021b) also state that one of the things that affect the conditions of employees in working hybrid is connectivity issues, and this can have an impact on productivity. Some of the phenomena that have been described previously, when associated with terms in the realm of psychology, are characteristic of someone who shows digital stress behavior.

Hefner and Vorderer (2016) in Steele et al. (2019) explain that digital stress can be defined as stress arising from the use of ICTs that is triggered by continuous exposure to a large number of diverse contents. Digital stress responses can appear when receiving notifications or messages in a considerable amount on communication tools such as smartphones is one example that can be considered a trigger for digital stress (Steele et al. 2019). Research conducted by Fischer et al. (2021) on individual participants of workers in the United States in testing measuring instruments collected data about 3,358 participants who were actively working in the United States. The results of this study indicate that several dimensions of digital stress show the three highest values, namely insecurity, conflicts, and complexity, while the other dimensions are relatively low. Another study was also conducted by Hall et al. (2021) which focused more on adolescent and young adult participants. Nick et al. (2021) examined digital stress focusing on the use of social media among adolescents with low digital stress results. A similar study was also conducted by Reinecke et al. (2017) on internet users in Germany that young participants experience higher digital stress than adults. Based on previous studies, the majority of which were carried out concerning foreign cultures, therefore the author would like to examine digital stress in Indonesia because the country cannot be separated from the impact of digitalization,

especially in the industrial sector which is developing massively and there is no research on these variables linking it to employees with a hybrid work system.

The research team chose a hybrid system to study because the hybrid system emphasizes the use of technology or digital-based in carrying out individual daily activities. The reason why the research team wanted to examine the digital picture of stress at PT. XYZ because the company has shown several characteristics of someone who shows digital stress behavior when doing work while implementing a hybrid work system. Therefore, this research was conducted to discover the stress faced by employees at PT. XYZ, located in Jakarta, where the employee's work process uses a digital platform and works with a hybrid system. It is hoped that the research results obtained later will be input for the company to overcome the impacts that occur and think of solutions so that employee productivity is maintained.

LITERATURE REVIEW

Fischer et al. (2021) stated that digital stress is a stress phenomenon that arises due to the inability of employees to handle technological developments to complete various work demands in the scope of work. The dimensions resulting from the Digital Stressor Scale (DSS) are: (a) Complexity, ICT is not easy or difficult for individuals to understand, this has an impact on individuals to take longer to complete their tasks; (b) Conflicts, it is difficult for individuals to separate the boundaries between personal life and work; (c) Insecurity, the emergence of fear if job positions are replaced by increasing automation systems due to the emergence of ICT; (d) Invasion (of Privacy), the activity of using ICT that is used massively, where the possibility of personal information being misused is a concern for users; (e) Overload, an excessive increase in workload caused by the rapid development of the use of ICT; (f) Safety, there is a potential danger for other people to access ICT security at work; (g) Social Environment, there is a demand to respond to messages quickly; (h) Technical Support, inadequate communication facilities in dealing with job demands; (i) Usefulness, ICT functions provided are less than expected; (j) Unreliability, spending too much time responding to damage to the ICT system.

METHOD

PT. XYZ is one of the companies in Jakarta that are still implementing a hybrid working system and by implementing the use of technology to complete their daily work participants from the same company and same environment, we expect the data will be more homogenous. This research is non-experimental quantitative research conducted using surveys distributed online, through a google form link. Participants were 115 employees of PT. XYZ who are adopting a hybrid working system, by involving participants from the same company and environment, the data that we acquired will be more homogenous, and after testing outliers there are only 107 valid participant data. Outliers in SPSS are participant data with a total value that is different from the number of other participant observations (Zach, 2020). Participant data were also collected through a Google Form link which was distributed through the company's group chat. Participants of PT. XYZ consists of 62.6% women, aged 20-30 years (56.1%), 61.7% last education bachelor's degree, married status (50.5%), worked in the company for one year (33.6%), permanent employee status (57.0%), and has been undergoing a hybrid work system for 1-2 years (85.0) %.

Participants must answer each question item with options according to a Likert scale, namely 1 to 7. Based on the results of research using a Likert scale, the higher the value on the scale, the higher

the stress caused by digital use. The items contained in each dimension have a reliability of Complexity (Cronbach's = 0.857), Conflicts (α = 0.855), Insecurity (α = 0.847), Invasion (α = 0.854), Overload (α = 0.849), Safety (α = 0.856), Social Environment (α = 0.855), Technical Support (α = 0.858), Usefulness (α = 0.848), and Unreliability (α = 0.840).

After filling in all the questions, participants were forwarded to the next page, namely self-identity which contained demographics. If the participant has finished filling in the identity part of the personal data, then proceed to the closing page which contains a note saying thank you for participating.

(a) PT. XYZ is one of the companies in Jakarta that are still implementing a hybrid working system, (b) implementing the use of technology to complete their daily work, (c) by involving participants from the same company and same environment, the data will be more homogenous

RESULT AND DISCUSSION

Normality test was performed using the Shapiro-Wilk method, where p = 0.089 (p > 0.05). So, from the results of the normality test, the distribution of the data can be said to be normally distributed. The results of descriptive calculations show that the mean digital stress of employees of PT. XYZ is M = 3.073, where the result is below the hypothetical mean which indicates the digital stress of PT. XYZ is low.

Table 1

Mean Calculation Results of 10 Dimensions of Digital Stressor Scale

Dimensions	Mean	SD	Interpre-tation
Complexity	2.25	0.76	Low
Conflicts	2.53	1.16	Low
Insecurity	2.36	1.09	Low
Invasion	4.18	1.47	High
Overload	3.06	1.09	Low
Safety	3.86	1.44	Low
Social Environment	3.67	0.89	Low
Technical Support	2.96	1.31	Low
Usefulness	2.54	0.77	Low
Unreliability	3.27	1.32	Low

Table 1 shows the mean of the dimensions of the digital stressor scale measuring instrument. Based on the 10 dimensions of the digital stressor scale, in this study, there are three dimensions that show the highest number among the other dimensions, although there are less visible differences. The invasion dimension has a value of M = 4.18, SD = 1.47, then followed by the dimensions of safety (M = 3.86, SD = *1.44*) and social environment (M= 3.67, SD = 0.89) which are considered to have a high mean value. While the lowest dimension is the complexity dimension with a value of M = 2.25, SD = 0.76.

The findings of research conducted on employees of PT. XYZ shows that the highest stress levels are found in the dimensions of invasion (M = 4.18, SD= 1.47), safety (M = 3.86, SD = 1.44), and social environment (M = 3.67, SD= 0.89). While the employees of PT. XYZ has the lowest stress level on the complexity dimension (M = 2.25, SD= 0.76).

Invasion is the highest dimension of digital stress because employees feel anxious about being frequently connected to technology which can lead to invasion of employees regarding personal data

held by the individual (Fischer et al., 2021). Employees of PT. XYZ has anxiety related to the company's email password leak, so the company implements a periodic system to update password changes in several periods to anticipate unwanted things. However, despite efforts to prevent this, looking at the results of the research data, employees at PT. XYZ remains worried about data leakage. These results are in line with research that has been done by Lee et al. (2016) regarding the security of personal data owned by employees held by the company, so there is a possibility that it can make employees feel disturbed and stressed because personal information is easily accessible through technology.

The second highest dimension is safety. Employees of PT. XYZ are afraid of what they download when using technology. They feel uneasy about the imminent threat of exposing dangerous things through technology that will harm the company. For example, when an employee receives a spam email at work and the employee accidentally accessed a site that harms the company from links provided by unknown people. This incident triggers stress among employees at PT. XYZ, because they have a sense of responsibility for the security of the company's data, therefore employees have a sense of stress if this happens because of their actions. Another factor that triggers stress can be seen in the research conducted by Elhai, Levine, and Hall (2017) regarding the fear of electronic hacking, namely individuals who have experienced being victims of technological hacks tend to be more anxious about their security when using technology.

The third highest dimension is the social environment. Employees feel that they must always be connected to the internet when they are working, which raises anxiety in employees because they are required to respond to other coworkers. This is supported by statements from Torre et al. (2020) which state that constant connectivity to digital devices creates stress, especially for employees whose work fields have high analytical and conceptual knowledge.

In addition to the three highest dimensions found in this study, the lowest digital stress dimension of the employees of PT. XYZ is complexity. Employees of PT. XYZ does not feel any difficulty in using the technology provided at XYZ company. The technology facilitated by the company's IT division is sufficient so that employees do not experience any difficulties that can trigger digital stress. This support can be seen that the system developed by the IT division has been designed so that the features can be more easily used by employees. The ready system can help employees at PT. XYZ so that there is no difficulty when it comes to operating ICT if the hybrid work system is implemented. This is supported by the research of Francis et al. (2018) where individuals with social support can facilitate the use of technology for individuals who have difficulty.

Judging from the results of the study, employees of PT. XYZ does not experience high digital stress. This is in line with the research of Shu and Wang (2011) and Fischer et al. (2021) where individuals with advanced technical knowledge or self-efficacy relatively reduce their digital stress levels. This can be seen when employees of PT. XYZ has difficulties in the system or in using ICT, the employee is assisted by the IT division who is always ready to help find a solution quickly so that the employee does not worry about the difficulties experienced and can resume their work so that their self-efficacy in using ICT does not decrease.

The results of the study show three dimensions with the highest mean value for employees of PT. XYZ, therefore the research team suggested that the company should pay more attention to

digital stress on its employees. It is feared that if the intervention provided is less than optimal for the company, the stress felt by potential employees will increase periodically. Interventions that can be made for companies to maintain the security of employee privacy data are by increasing facilities with a data security system that is closely monitored, such as by monitoring the use of illegal content that can be accessed by employees, so that employees will have more boundaries between their personal lives and work (Teebken & Hess, 2021). Therefore, PT. XYZ can provide socialization about digital privacy support or facilitate strong support regarding employee personal data.

There is a limitation in this study, namely the use of the self-report method which cannot be separated from the participant's response bias and the ability to reflect on themselves well in answering the questions. This study also only examines the digital picture of stress on employees at PT. XYZ.

Further research is recommended to explore the dependent variable that can explain the causes of digital stress more comprehensively, such as linking it to employee welfare. According to several studies, it is explained that employee welfare affects the quality of their work such as self-control, working independently, and showing a positive character (Coats & Lekhi, 2008; Ajaz et al. 2020; Hang et al. 2022). Thus, the use of ICT outside of working hours can interfere with employees' personal time and can increase work-related stress (Topasoff & Venable, 2013; Hang et al. 2022). Therefore, further research is recommended to examine more deeply the relationship between employee welfare and digital stress.

CONCLUSION

This study shows the invasion dimension at PT. XYZ has a high category level. This result can be seen in employees who show stress due to their frequent connection to technology that has the potential to harm their personal data. Along with digital stress on the employees of PT. XYZ, if no intervention is carried out to avoid this, it will affect the welfare of PT. XYZ. Therefore, from the results of this study, the company can perform several interventions and socialization regarding employee digital privacy support.

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