

Work Well-Being during the Covid-19 Pandemic in Terms of Positive Emotions and Support Organizational and Grit

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Abstract

Work Well Being is an employee condition that describes his understanding of the ability to manage his life normally, overcome pressure, work productively and contribute to his institution. This study aims to see the relationship between work well-being during the Covid-19 pandemic in terms of positive emotions, organizational support, and grit. 150 participants who were employees of a media company in Jakarta were involved in this study who were selected based on the convenience sampling method. This research is a quantitative correlational study. Data were collected using the Employee Well Being Scale from Pradhan and Hati; Shiota, Keltner, and John's Dispositional Positive Emotions Scale; The Survey of Perceived Organizational Support from Eisenberger; and the Grit-S Scale from Duckworth and Quinn. Data analysis using multiple linear regression method. The results show that (a) there is a positive and significant relationship between positive emotions and work well being during the Covid-19 pandemic, (b) there is a positive and significant relationship between organizational support and work well being during the Covid-19 pandemic, (c) there is no relationship between grit and work well being during the Covid-19 pandemic.

Abstrak

Work Well Being adalah kondisi karyawan yang menggambarkan pemahamannya terhadap kemampuan dalam mengelola kehidupannya secara normal, mengatasi tekanan, bekerja secara produktif dan berkontribusi terhadap institusinya. Penelitian ini bertujuan untuk melihat hubungan work well-being selama masa pandemi covid-19 yang ditinjau dari emosi positif, dukungan organisasi, dan grit. 150 partisipan yang merupakan karyawan di salah satu perusahaan media di Jakarta terlibat dalam penelitian ini yang dipilih berdasarkan metode convenience sampling. Penelitian ini merupakan penelitian kuantitatif korelasional, data dikumpulkan menggunakan skala Employee Well Being Scale dari Pradhan dan Hati; Dispositional Positive Emotions Scale dari Shiota, Keltner, dan John; The Survey of Perceived Organizational Support dari Eisenberger; dan Grit-S Scale dari Duckworth dan Quinn. Analisis data menggunakan metode regresi linear berganda. Hasil penelitian menunjukkan bahwa (a) terdapat hubungan positif dan signifikan antara emosi positif dan work well being selama masa pandemi covid-19, (b) terdapat hubungan positif dan signifikan anantara dukungan organisasi dan work well being selama masa pandemi covid-19, (c) tidak ada hubungan anatar grit dan work well being selama masa pandemi covid-19

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1. INTRODUCTION

The introduction must contain (in sequence) the general background, a review of previous literature (state of the art) as the basis for a statement of the scientific novelty of the article, a statement of scientific novelty, and the research problem or hypothesis. At the end of the introduction, the purpose of the article study must be written. In the scientific article format, literature reviews are not permitted as in research reports, but are carried out in the form of a review of previous literature (state of the art) to show the scientific novelty of the article.

Since March 2 2019, President Joko Widodo announced that Indonesia was one of the countries positive for the corona virus (Covid-19), with the first cases affecting two residents of Depok, West Java. Coronavirus Disease 2019 (COVID-19) is a new type of disease that has never been previously identified in humans. The virus that causes COVID-19 is called Sars-CoV-2.

With the declaration of Indonesia as a Covid-19 emergency area, various policies began to be implemented to break the chain of spread of the virus. One of them is working from home or work from home (WFH). Drucker, J., & Khattak, A. (2000) said that working from home is not a new phenomenon. Working from home is usually defined as engaging in work-related tasks away from the office with media specifically referring to working using a telephone, computer, or other advanced communications facility to maintain contact with the office.

To support this government policy PT. X, which operates in the media sector, also implements WFH for employees. This is also implemented to protect employees from the spread of Covid-19. Drucker, J., and Khattak, A. (2000) argue that in general working from home is not desired by most people and is not always possible. Employee lifestyle, household factors, and the level of availability of supporting tools such as technology and connections influence the success of working from home.

In the development of the industrial and organizational world, many researchers are interested in research about work well being. Culbertson, Fullgar, and Mills (2010) said that researchers related to well-being introduced two perspectives that complement each other to understand well-being: the hedonic perspective prioritizes life satisfaction while the eudemonic perspective prioritizes the actualization of positive potential. Most researchers who examine work well-being focus on the hedonic perspective which revolves around an individual's happiness and cognitive and affective evaluation of his life. In contrast, the eudemonic perspective focuses on optimal functioning and human growth and is usually called psychological wellbeing (Page & Vella-Brodrick, 2008).

According to the New Oxford Advanced Learner's Dictionary (7th edition, revised 2005), the term wellbeing can be defined as a state of being comfortable, healthy and happy. In this case, work well-being connotes the physical, psychological and emotional health, comfort and happiness of employees. Referring to the opinion above, during the current pandemic, employees feel insecurity which threatens their health.

The Covid19 pandemic affects employees' work roles. To improve well-being and optimal health requires the ability to regulate positive emotions, positive emotions are useful for increasing resistance to stress, negative emotions, and psychological dysfunction (Carl, JR, et al, 2014). Dalebroux, Goldstein, and Winner (2008) said that recovery from negative mood will achieve higher subjective well-being associated with positive emotions. Individuals who are able to regulate emotions in various behavioral and cognitive ways, such as sadness or anxiety, will unconsciously result in subjective wellbeing. Subjective well-being is an indicator of work well-being, which can be interpreted as an individual's assessment of his life which includes cognitive assessments regarding life satisfaction and affective assessments regarding mood and emotions (Diener & Lucas, 1999).

The results of previous research conducted by Ling, Cheung, and Lui (2014) regarding the relationship between positive emotions and work well-being show that positive emotions are positively related to work well-being. In particular, Ling, Cheung, and Lui (2014) found that positive emotions are a great psychological capital for increasing their work-related work well-being. This research was conducted on the police in Hong Kong, where the majority of the sample was male, but whether gender imbalance influenced the results in this study is still unknown. Furthermore, the research stated that the level of stress symptoms in the sample was relatively low.

Other research shows that negative emotions in work conflict can also produce positive emotions and outcomes (O'Neill & McLarnon, 2017). Conflicting negative emotions can lead to additional information that allows people to feel more active, enthusiastic, interested, and these positive active emotions increase job satisfaction (Todorova et al., 2014). Therefore, researchers want to measure the relationship between positive emotions and work well-being during the current pandemic.

Furthermore, Datu, King, Valdez, and Eala (2018) stated that grit is related to the main indicator of a lack of work well-being. They argue that individuals who are considered "gritty"

tend to remain passionate and persevere when faced with major obstacles as they pursue long-term goals. Thus, instead of experiencing frustration, gritty individuals may view problems as an inevitable part of goal attainment.

A previous study conducted on medical specialist training residents stated that grit was a predictor of wellbeing (Salles, Cohen, & Mueller, 2013). The results of this research show that significantly people with higher grit tend to have lower levels of fatigue and have higher levels of well-being. Research conducted during normal time’s states that measuring grit can identify those at greatest risk for poor well-being in the future. Therefore, researchers want to look at employee grit during the Covid-19 pandemic as one way to identify the level of work well-being. On the other hand, organizational support also influences work well-being. Through the process of perceived organizational support, which involves social interaction, collective idea generation, collaborative decision making, and innovative problem solving can increase employee well-being and positive attitudes (Ogbonnaya, Tillman, & Gonzalez, 2018).

The results of previous research by Pahlevan, Ahadzadeh, and Sharif (2017) which examined the relationship between organizational support and psychological well-being in employees who work as nurses showed that there was a positive relationship between organizational support and psychological well-being. Psychological well-being also functions as a mediator of the relationship between high organizational support and service quality and job satisfaction in nurses. In this research, researchers want to see how organizational support relates to work well-being among employees during the current Covid-19 pandemic.

2. RESEARCH METHOD

Explains the chronology of research, including research design, research procedures (in the form of algorithms or other), testing methods and data acquisition [1-3]. The description of the research process must be supported by references, so that the explanation can be accepted scientifically [2, 4].

This research uses a quantitative approach with a correlation research type. Correlation research is research conducted to see a relationship and the level of relationship between two or more variables without any attempt to influence these variables so that there is no manipulation (Sugiyono, 2013).

Sampling in this research used a nonprobability sampling method with convenience sampling technique. Convenience sampling is sampling based on the availability of elements and the ease of obtaining them. Samples were taken or selected because the samples were at the right place and time (Sugiyono, 2013). Participants in this research consisted of 150 samples from a total population of 500 employees. The reason the researcher determined this number of participants was because 30% of the population could be considered sufficient to determine the number of samples taken (Idrus, 2009).

The sample demographic data obtained in this research can be seen in the following table:

Table1. Demographic Data of Research Sample

No.	Sample Description	Category	Amount	Percentage (%)	Total (%)
1.	Gender	Man	83	55.3*	100
		Woman	67	44.7	
2.	Age	20-30	96	64*	100
		31-40	42	28	
		41-50	9	6	
		>50	3	2	
3.	Directorate	Sales marketing	27	18	100
		Production	23	15.3	
		Backline	34	22.7*	
		Internal audit	26	17.3	

News	13	8.7
Corporate	6	4
Secretary	21	14
Technic		

*The highest score

The measurement used in this research is a questionnaire technique. The questionnaire in this research consists of a series of filled-in and closing questions (fixed alternative questions). Fill-in questions are used in the control data section of research subjects, while closed questions use statements with several alternative answers that have been determined in advance. The following is an explanation of the measurements used according to the research variables:

- *Work Well Being* using an adapted scale from Pradhan and Hati (2019), namely the Employee Well Being Scale (EWBS). EWBS has four factors, namely, psychological well-being, social well-being, workplace well-being, subjective well-being with a total of 33 questions. All questions were translated into Indonesian and tested on a sample of 30 people. From a total of 33 questions, Cronbach's alpha was 0.865. There were five questions whose correlation value was below 0.30, then these questions were removed so that the Cronbach's alpha value showed 0.923, which means that this scale's reliability figure is quite high.
- Positive Emotions, using the Dispositional Positive Emotion Scale (DPES) developed by Shiota, Keltner and John (2006). The DPES is a well-validated, 38-item self-report instrument of the trait-based tendency to feel several different positive emotions including joy, satisfaction, pride, love, affection, amusement, and admiration (Shiota, Keltner, & John, 2006). The scale was adapted into Indonesian and tested on 30 samples. The test results showed a Cronbach's alpha value of 0.955. Of the 38 questions, there was one question that showed a correlation value below 0.30, then this item was removed so that the Cronbach's alpha value showed 0.956, a fairly high reliability figure. So that 37 questions on this scale were declared fit to be used in this research.
- Organizational Support, measured using a scale developed by Eisenberger, Cummings, Armeli & Lynch (1997) which has 8 statements and 7 Likert scales from strongly disagree (0) to strongly agree (6). The calculated Cronbach's alpha was 0.90 and in research by Detnakarin & Rurkkhum (2019) it was found to be 0.94. An example of a statement on this scale is "The organization cares about the opinions I have".
- *Grit*, Duckworth and Quinn (2009) developed a measuring tool called the Short Grit Scale (Grit-S) which consists of 8 question items. This measuring tool has a response format in the form of a 5 point scale from very inappropriate to very suitable. The Grit-S scale demonstrated internal consistency with Cronbach's Alpha between 0.73 to 0.83. The Grit-S scale shows a comparative fit index of 0.96 and RMSEA of 0.76, which means the Grit-S scale is very fit to be used. The Grit-S scale has high and stable inter-time consistency with $r=0.68$, $p < 0.001$ and well internal consistency with alpha 0.82 in 2006 and alpha 0.84 in 2007. The results showed that the Grit-S scale S can be accessed by informants reliably. The internal consistency of the Grit-S scale carried out by informants has an alpha of 0.84 for family, an alpha of 0.83 for peers, while an alpha of 0.83 for oneself. The correlation between the self-report version of the Grit-S scale and the informant version resulted in $r=0.45$ and $p < 0.001$. Priyohadi, Suhariadi, and Fajrianti (2009) adapted Grit-S to Indonesian, with CFI results of 0.97 and RMSEA of 0.045, which means this adapted version is suitable for use.

3. RESEARCH RESULTS AND DISCUSSION

The research results show that (a) there is a positive and significant relationship between positive emotions and work well being during the Covid-19 pandemic, (b) there is a positive and

significant relationship between organizational support and work well being during the Covid-19 pandemic, (c) there is no relationship between grit and work well being.

3.1. Research result

Descriptive analysis is carried out to see data descriptions based on the characteristics of each variable studied so that the data collection becomes useful information. The description of the research data is as follows:

Table 3.1 Description of Research Data

Variable	Xmax	Xmin	Mean	elementary school
Work Well Being	6.86	1.82	5.66	0.64
Positive Emotions	7	1.95	5.47	0.73
Organizational Support	6.83	2.33	4.62	1.15
Grit	5	1	2.96	0.94

The description of the research data in table 4.1 can be used as a limitation in categorizing the research sample which consists of three categories, namely low, medium and high. The sample categorization division used by researchers is a categorization method based on the correlation method of Cohen and Cohen (1983) with a categorization formula based on the significance of differences as follows:

$$\begin{aligned}
 &X < M - 1SD \text{ (Low)} \\
 &M - 1SD < X < M + 1SD \text{ (Medium)} \\
 &X > M + 1SD \text{ (High)}
 \end{aligned}$$

Information:

X = Range of statement items

M = Mean

SD = Standard Deviation

Based on the categorization formula above, the diagnostic categorization norms based on the research sample scores on the work well being variable are as follows:

Table 3.2 Categorization of Work Well Being PT

Formulation of Category Norms	Category	Amount	Percentage (%)
$X < 5.01$	Low	21	14%
$5.01 \leq X \leq 6.30$	Currently	113	75.33%
$X > 6.30$	Tall	16	10.67%
Total		150	100

Based on the table above, it can be seen that as many as 21 employees (14%) of PT.) is at in the high work well being category. The distribution of work well-being categorization based on gender is as follows:

Table 3.3 Distribution of Work Well Being Categorization Based on Gender

Category/ Gender	Low		Currently		Tall	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Woman	11	52.38%	53	46.9%	3	18.75%
Man	10	47.62%	60	53.1%	13	81.25%
Total	22	100%	113	100%	16	100%

By using the same categorization formula, the diagnostic categorization norms based on the research sample scores on the positive emotion variable are as follows:

Table 3.4 Categorization of Positive Emotions of PT

Formulation of Category Norms	Category	Amount	Percentage (%)
$X < 4.74$	Low	18	12%
$4.74 \leq X \leq 6.20$	Currently	121	80.67%
$X > 6.20$	Tall	11	7.33%
Total		150	100

Based on the table above, it can be seen that as many as 18 employees (12%) of PT. is atin the high positive emotions category. The distribution of positive emotion categorization based on gender is as follows:

Table 3.5 Distribution of Positive Emotion Categorization Based on Gender

Category/ Gender	Low		Currently		Tall	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Woman	12	66.67%	53	43.8%	2	18.18%
Man	6	33.33%	68	56.2%	9	81.82%
Total	18	100%	121	100%	11	100%

Based on the categorization formula used, categorization results are obtained *Organizational support* as follows:

Table 3.6 Categorization of Organizational Support for PT

Formulation of Category Norms	Category	Amount	Percentage (%)
$X < 3.47$	Low	28	18.67%
$3.47 \leq X \leq 5.77$	Currently	90	60%
$X > 5.77$	Tall	32	21.33%
Total		150	100

Based on the table above, it can be seen that as many as 28 PT. is atin the high organizational support category. The distribution of organizational support categorization based on gender is as follows:

Table 3.7 Distribution of Organizational Support Categorization Based on Gender

Category/ Gender	Low		Currently		Tall	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Woman	7	25%	50	55.56%	10	31.25%
Man	21	74%	40	44.44%	22	68.75%
Total	28	100%	90	100%	32	100%

Based on the categorization formula used, the diagnostic categorization norms based on the research sample scores on the grit variable are as follows:

Table 3.8 Categorization of Grit of PT.X Employees

Formulation of Category Norms	Category	Amount	Percentage (%)
$X < 2.02$	Low	70	46.67
$2.02 \leq X \leq 3.89$	Currently	36	24
$X > 3.89$	Tall	44	29.33
Total		150	100

Based on the table above, it can be seen that as many as 70 employees (46.67%) of PT.in the high grit category. The distribution of grit categorization based on gender is as follows:

Table 3.9 Distribution of Grit Categorization Based on Gender

Category/ Gender	Low		Currently		Tall	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Woman	28	40%	18	50%	21	47.73%
Man	42	60%	18	50%	23	52.27%
Total	70	100%	36	100%	44	100%

3.2.Discussion

This research aims to find out whether there is a relationship between work wellbeing and positive emotions, organizational support and grit. Based on the results of statistical correlation test analysis, it shows that there is a positive and significant relationship between positive emotions and work wellbeing, as well as organizational support having a positive and significant relationship with work well being. On the other hand, the results of statistical correlation test analysis show that there is no relationship between grit and work well being.

Of the three hypotheses proposed in this research, two hypotheses were accepted and one hypothesis was rejected. The accepted hypotheses are H1: "positive emotions have a positive relationship with work well being" and H2: "organizational support has a positive relationship with work well being. Meanwhile, the hypothesis that is rejected is H3: grit has a positive relationship with work-wellbeing.

The results of this study support previous research which also found that positive emotions are related to work-wellbeing. Among them is research by Tugade and Fredrickson (2006) found that emotion regulation strategies that maintain or increase positive emotions are very important for improving well-being. Similar findings were also obtained in research by Davis, Nolen-Hoeksema, and Larson (1998) found that positive emotions predict an increase in a person's well-being and level of health. Even though this research is quite old, it is still in accordance with current research, where the research results show that 56.6% of positive emotions have an influence on work well-being in employees during the current pandemic.

The statement by Davis, Nolen-Hoeksema, and Larson (1998) is in accordance with the theory put forward by Fredricson. Fredricson (2001) explains that positive emotions are worth developing, not only as an end state in themselves but also as a means to achieve psychological growth and increased well-being over time. A review of current perspectives on emotions, their effects, and their respective functions provides important background to well-being.

In addition, positive emotions function as markers for the development of optimal well-being. The moments in people's lives that are characterized by the experience of positive emotions such as joy, interest, satisfaction, love, and the like are those in which they are not bothered by negative emotions such as anxiety, sadness, anger, and despair. Consistent with this intuition, people's overall balance of positive and negative emotions has been shown to predict their judgments of subjective well-being (Fredrickson, 2001).

Descriptively, the results of this study show that 18 (12%) employees fall into the category of high positive emotions, meaning that individuals can better perceive emotions, understand emotions, use emotions in thinking, and manage emotions better than other people, and have the ability to verbal and social skills tend to be higher (Mayer, Salovey, & Caruso, 2004). Sari and Widyastuti (2015) stated that individuals with high emotional intelligence are able to control themselves, analyze problems correctly and are able to solve problems better. Moreover, Mayer, Salovey, and Caruso (2004) explained that individuals with high emotional intelligence may also tend to be more adept at describing goals, targets, and missions. This is in accordance with the statement of Coetzee and Beukes (2010) who explain that individuals with high emotional intelligence are more likely to feel confident in their ability to set clear and realistic goals, as well as confident in their ability to achieve these goals and be successful in the world of work. .

Meanwhile, 11 (7.33%) employees had a low level of positive emotions. Zeidner, Matthews, and Roberts (2004) explained that individuals who are vulnerable to negative emotions tend to behave defensively and negatively (for example aggressive and avoidant). Individuals with low emotional intelligence also tend to have high anxiety and neuroticism (Newsome, Day, & Catano, 2000).

The majority of the sample in this study, namely 121 (80.67%) employees, showed a moderate level of positive emotion categorization. This is what causes the contribution of positive emotions to work well being among employees, namely 56.6%. This figure is quite high for the influence of positive emotions on work well-being during the current Covid-19 pandemic.

Furthermore, the results of this research also found that organizational support also has a positive relationship with work well being. These findings are in accordance with previous research, namely research conducted by Ogbonnaya, Tillman, and Gonzalez (2018) found that organizational support felt by employees involving social interaction, collective idea generation, collaborative decision making, and innovative problem solving can increase work wellbeing and positive attitudes towards employees.

The statement by Ogbonnaya, Tillman, and Gonzalez (2018) is in accordance with the theory of Eisenberger et.al (2002) which states that employees believe that organizations can have a positive or negative orientation in recognizing the contributions they make during their work and paying attention to their well-being. Treatment carried out by the organization is used as a stimulus captured by employees which is interpreted as a perception of the organization's support (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Descriptively, the results of this study show that 32 (21.33%) employees fall into the category of high organizational support, meaning when managers and employees try to fulfill basic human needs in the workplace (for example, clarifying desired outcomes and increasing opportunities for fulfillment and individual growth), they can increase opportunities for organizational success (Russell, 2008). Henry (2004) notes that organizations have become more positive places in the last 30 years as evidenced by increased employee participation, empowerment, greater use of multidisciplinary teams, more open cultures, and an emphasis on personal development.

Meanwhile, 28 (18.67%) employees had a low level of organizational support. Henry (2004) also noted that despite organizational support interventions, satisfaction measures did not necessarily increase and in some cases even decreased. This may be due to increased workload, stress and greater uncertainty over future employment opportunities.

In this study, the majority of the sample, namely 90 (60%) employees were in the medium category. This is why the contribution of organizational support to employee work well-being is only 26.3%, a relatively small figure. This means that organizational support where this research was conducted is still relatively low. An employee's work environment influences their level of performance and work well-being. Thus, creating a positive work environment (however defined) should have a positive impact on performance and work wellbeing

(Russell, 2008). Turner et.al. (2002) suggest that it is important for employees to have role clarity (sufficient information and predictability in one's work), role agreement (a limited set of demands and expectations), and role load (challenging but manageable work).

Employee perceptions of role clarity, resources, recognition, and opportunities to learn and grow in the workplace are important antecedents to positive affective constructs (e.g., job satisfaction and well-being) that can influence employee performance. Additionally, employees' views on the extent to which their opinions are taken into account and they feel someone cares about them and are encouraged to develop are important antecedents or are seen as an aspect of employee engagement (Harter et.al, 2003).

Furthermore, in contrast to positive emotions and organizational support which have a positive relationship to work wellbeing, the results of this study show that grit has a negative relationship to work well being. This finding causes H3 in this study to be rejected, which is in accordance with the results of previous research conducted by Datu, King, Valdez, and Eala (2018) which found that grit was negatively related to maladaptive well-being. They linked grit to lower levels of depression and revealed that gritty individuals were less likely to experience depression,

Descriptively, the results of this study show that the majority of the research sample, namely 70 (46.67%) employees are in the low grit category, meaning that low grit is caused by depression related to the main indicator of reduced levels of wellbeing (Datu, King, Valdez, & Eala, 2018). Datu, King, Valdez, and Eala (2018) revealed that grit functions as a protective factor against depression. Therefore, while some people may easily become discouraged due to experiencing obstacles and failures that can lead to feelings of depression, courageous individuals can continue to persevere and work hard even at the peak of difficulties related to goals that may be related to optimal psychological functioning.

Meanwhile, 44 (29.33%) employees are in the high grit categorization. Duckworth, Peterson, Matthews, and Kelly (2007) explained that individuals who are considered gritty tend to remain enthusiastic and persevere when facing major obstacles, when they pursue long-term goals. Grit is the passion and persistence for long-term aspirations that has been found to be a key predictor of success. *Grit* operationalized as a high-level construct with two dimensions namely, persistence and consistency, respectively referring to the tendency to work hard even when facing setbacks and the tendency not to change goals and interests frequently (Duckworth, Peterson, Matthews, & Kelly, 2007).

Researchers suspect that the factor that caused H3 in this study to be rejected was that the measuring instrument used in this study did not match the characteristics of the research sample. Of the total of eight measuring instrument items, four items were dropped because they had a correlation value below 0.3. Researchers use accurate tools Short Grit Scale (Grit-S) which was adapted from Duckworth and Quinn (2009).

In the process of carrying out the research, the researcher realized that there were still several limitations and shortcomings in this research. First, the data in this study was analyzed using non-parametric statistical techniques so that the results of the study are difficult to generalize to a wider group. Second, the measuring instrument used is in the form of a self-report so there is the possibility of bias and faking good. Third, the measuring instrument has quite a large number of items so that some subjects feel bored when filling it out. Fourth, the sampling technique used in this research is incidental sampling, so the research sample does not represent all divisions or departments at PT.

4. CONCLUSION

Based on the analytical study carried out in this research, the following results were obtained:

- (a) There is a positive and significant relationship between positive emotions and work well being;
- (b) There is a positive and significant relationship between organizational support and work well being;
- (c) There is no relationship between grit and work well being. The analysis results also

show that during the Covid-19 pandemic, PT. work wellbeing is low, and 16 employees (10.67%) are in the high work well being category.

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