

## An Analysis of Psychosocial Conditions of Government Employee: A Case Study at BPPK

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### Abstract

**Introduction:** This study aims to describe these psychological conditions and to determine what kind of psychosocial circumstances at BPPK have been successful in achieving the annual organizational KPI. **Background Problems:** The organization must consider the employees' psychosocial condition since these may affect their performance and productivity. To achieve BPPK organizational performance, government employees will need psychosocial in a stable condition. **Novelty:** No psychosocial research on government employees have ever been conducted in Indonesia utilizing the COPSQ III. The assessment examines a wide range of psychosocial factors, such as personality, interpersonal relationships, leadership, work-individual interfaces, social capital, offensive behaviours, demands at work, organizational structure, and job content. **Research Methods:** This study uses quantitative methods and a deductive approach to collect data with cluster sampling, then analysed with descriptive and inferential statistics. **Finding:** The psychosocial condition of BPPK's employee was generally in favourable condition. But there were 14 dimensions scattered over 7 domains that BPPK should be concerned. For central tendency, most COPSQ III dimensions showed that the respondents' conditions were very good and good as opposed to poor and very poor. Moreover, on variability, there is a wide diverse range of data available from the COPSQ III questionnaire. **Conclusion:** Even though the annual organizational KPI is fulfilled, BPPK still has to be cognizant of the psychosocial state of its employees, especially employees with poor or very poor. BPPK must continually implement directives and policies that consider changing trends in the workplace that support healthy psychological circumstances.

**Keywords** *COPSQ III, psychosocial, government employee, key performance indicator, organizational performance*

### INTRODUCTION

Employees who are one of the important tools in running the organization inevitably have to be able to adapt to these changes. So that the condition of employees, both physically and psychologically, needs to be one of the main concerns of the organization.

The dynamics that occur in the work environment nowadays can change very quickly and drastically, so the employees involved in it need good adaptability so that their productivity can be maintained and become better. This is a form of psychological reaction of employees with work

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and the work environment as well as their social relationships at work.

Psychosocial as an approach used to understand the factors that shape or influence the behaviour and ways of thinking of individuals in certain social situations (Branscombe & Baron, 2017). The psychosocial condition of employees needs to be considered by the organization because if employees experience unstable psychosocial conditions, it can interfere with the performance and productivity of the employee (Ginting & Febriansyah, 2020).

In addition to psychological reactions, employees can also issue physiological reactions to work stress, both of which have an impact on the physical and psychological health of employees and this is related to psychosocial factors (Ginting & Febriansyah, 2020).

The Ministry of Finance has several directorates and agencies under them that have their respective duties, one of which is BPPK (Badan Pendidikan dan Pelatihan Keuangan-Financial Education and Training Agency) which has a vision as a producer of superior and ethical state financial management human resources (BPPK). To implement this vision, it is appropriate that BPPK consists of employees who have stable psychosocial conditions to facilitate the formation of superior and ethical human resources so that they are ready to become employees of the Ministry of Finance.

Therefore, this study will look at the psychosocial aspects and conditions of BPPK employees who have succeeded in showing good organizational performance (BPPK, 2021). And this study will look at the extent to which psychosocial factors that support or do not support employees in achieving successful organizational performance.

## **LITERATURE REVIEW**

### **Psychosocial & Its Risks at Workplace**

The psychosocial approach looks at how biological, psychological, and social systems interact to produce development (Newman & Newman, 2012). Psychosocial factors in the workplace can be analysed based on the type of work, processing and planning of work, qualifications needed by employees to do the work, and how to deal with and respond to work situations (Ginting & Febriansyah, 2020).

Understanding the workplace's psychosocial ambient circumstances and potential psychosocial dangers is required in addition to understanding the workplace's psychosocial contributing components. Workplace psychosocial risks are organisational elements that management has constructed and designed that may cause stress or depression in employees. Additionally, psychological dangers at work might take the shape of: a toxic work environment, intense workloads, job insecurity, bullying/harassment, violence/aggression, and general work stress.

Employees frequently experience difficulties at work due to increased demands, decreasing job control and co-workers support, all of which are linked to workplace stress levels and influence the psychosocial environment as a whole. Employees might exhibit a range of physiological, emotional, cognitive, and behavioural responses to work stress (Ginting & Febriansyah, 2020).

Employees' psychological and physical health are affected by work stress in relation to psychosocial factors. Employees may experience psychological health issues like despair, anxiety, anger, or even suicide thoughts.

The performance of the organisation declines as the number of people with unresolved stress related to their work increases. Employees with high levels of stress may develop this disease as a result of excessive absenteeism and staff turnover, low employee productivity, an increase in workplace accidents, or even customer complaints. Employees' poor physical health might contribute to a toxic psychosocial work environment. The production schedule may be delayed if people or work groups are under a lot of stress at work and as a result, are not as productive. As a

result, there will likely be poor interpersonal relationships both within and between work groups, which could weaken organisational cohesion and make it more likely that the company won't succeed in meeting its objectives. As a result, it's important to pay attention to the workplace's psychological environment.

### **The Copenhagen Psychosocial Questionnaire (COPSOQ) III**

COPSOQ is made up of several variables/dimensions that can cover a wide range of topics, including demands at work, work organization and job content, personality, interpersonal relation and leadership, work-individual interface, social capital, offensive behaviours, and health and well-being (Burr et al., 2019; Ginting & Febriansyah, 2020). The eight domains of the COPSOQ III are divided into 45 dimensions, and 147 items (COPSOQ, 2021). According to the adaptation study's findings, all items in the COPSOQ III Indonesian edition are categorised into the same domain as those in the international edition and are capable of measuring the predicted psychosocial aspects (Ginting et al., 2019). Furthermore, the COPSOQ III score would be categorized using five point Likert scale (Pimentel, 2019).

## **METHODOLOGY**

### **Research Method**

Quantitative methods are used in research design in order to address research questions and meet research objectives, specifically mono method quantitative study. This study, which examines the psychosocial conditions present in BPPK, uses a deductive approach to collect research data, which is then examined in accordance with the theory used.

Experimental and survey research strategies are commonly used in quantitative research (Saunders et al., 2019). A survey strategy in quantitative research is designed and carried out via questionnaires, organised interviews, or maybe structured observation to answer research questions. However, for this study, the strategy survey's research technique was limited to the COPSOQ III questionnaire.

The survey strategy is usually associated with a deductive research approach (Saunders et al., 2019). Moreover, the survey strategy was a good choice for the research strategy because the goal of this study is to describe the psychosocial condition of employees in BPPK firms with more than a thousand employees. Researchers can gather information using a survey technique that can then be quantitatively analysed with descriptive and inferential statistics.

### **Data Collection**

In this study, research was conducted on the BPPK organization so that all BPPK employees became the population for this study where their status was also as civil servants. This study uses probability sampling as its sampling techniques, cluster sampling specifically. When using probability samples, the likelihood that each given instance will be chosen from the target population is known and is typically the same for all situations (Saunders et al., 2019). This indicates that it is possible to respond to research questions and accomplish goals that ask for statistical estimation of the target population's characteristics from the sample.

Not all BPPK personnel who ought to be included will be included in sample frames, which are used to collect respondents from the target population in order to answer research questions and achieve relevant research objectives. The following factors led to the use of cluster sampling as a probability sampling technique in this study:

1. BPPK employees are not geographically concentrated because their population is dispersed throughout different locations depending on which organisational unit they are assigned to. The "Regional Campus of Finance Education and Training" units are all spread among the geographical areas, while the remaining units are housed in the organization's headquarters or nearby.
2. Instead of emphasizing on the individual psychosocial states of BPPK employees, the aim of this

research is to study about the psychosocial condition of BPPK employees as a whole at workplace.

The Raosoft sample size calculator uses the following formula to determine the number of samples (Raosoft, 2004):

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{e^2}$$

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{e^2} + 1$$

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{e^2} + 1$$

Where:

- N is the population size.
- r is the fraction of responses that you are interested in.
- Z(c/100) is the critical value for the confidence level c.

Figure 3.1. Raosoft Equation (Raosoft, 2004)

The reachable population after applying the sampling frame is 1202, with a margin of error of 5%, a confidence level of 95%, and a population proportion or response distribution of 50%. As a result, the sample size for this study is 292 employees that should be participated in the survey by using Raosoft's sample size calculator.

Table 3.1. The Distribution of Samples on Each Cluster Below BPPK

Organization Units under BPPK	Population	Sampling Frame	Proportional Sample (n=292)	Cumulative Respondents
(1)	(2)	(3)	(4)	(5)
<b>Cluster 1: Secretariat of Agency</b>	<b>237</b>	<b>176</b>	<b>43</b>	<b>62</b>
<b>Cluster 2: Polytechnic of State Finance STAN</b>	<b>264</b>	<b>251</b>	<b>61</b>	<b>34</b>
<b>Cluster 3: Education and Training Center:</b>	<b>523</b>	<b>505</b>	<b>123</b>	<b>105</b>
<i>Budget &amp; Treasury</i>	98	95		12
<i>Customs &amp; Excise</i>	79	74		8
<i>State Asset and Financial Balance</i>	69	66		8
<i>General Finance</i>	82	80		17
<i>Tax</i>	99	97		19
<i>Human Resources Development</i>	96	93		41
<b>Cluster 4: Regional Campus of Finance Education and Training:</b>	<b>287</b>	<b>270</b>	<b>66</b>	<b>103</b>
<i>Magelang (Speciality on Leadership)</i>	29	28		3
<i>Balikpapan</i>	24	23		18
<i>Cimahi</i>	22	21		2
<i>Denpasar</i>	18	17		10
<i>Makassar</i>	24	23		7
<i>Malang</i>	35	33		10
<i>Manado</i>	19	18		3
<i>Medan</i>	25	23		13
<i>Palembang</i>	23	21		10
<i>Pekanbaru</i>	23	21		16
<i>Pontianak</i>	15	14		3
<i>Yogyakarta</i>	30	28		8
<b>Grand Total</b>	<b>1311</b>	<b>1202</b>	<b>293</b>	<b>304</b>
<b>Refused to be Respondents</b>				<b>4</b>

Random sampling as a part of cluster sampling is only done on the units in clusters 3 and 4, as

there is only one unit in clusters 1 and 2, after determining the proportion of samples in each cluster.

According to tables 3.1, the proportional sample size is only exceeded by clusters 1 and 4 in order to make up for the absence of samples in clusters 2 and 3. Overall, despite the fact that the distribution of respondents is not proportionate, this sampling has obtained the required minimum number of samples. Because there were enough samples, the research could produce accurate and comprehensive information and findings (Saunders et al., 2019).

## **FINDINGS AND DISCUSSION**

### **Findings**

#### *Central Tendency*

From the obtained mean, mode, and median, central tendency can be recognised (Cohen, 2013). Except for the dimensions in the domain of conflicts and offensive behaviours, the range of the three statistical properties on all COPSOQ III dimensions is 0 (0.16) to 30 (30.45). Even among the dimensions with a range of 20–30, only three statistical properties are present: job insecurity, quality of leadership, and sense of community at work. This demonstrates that the central tendency of the distribution of results for COPSOQ III at BPPK can be determined using these three statistical features as a reference.

In the poor and very poor category of figure 5.22, there isn't a dimension that fits the central tendency of the distribution. One (2.7%) of the 37 dimensions falls into the good, 27 (72.98%) fall into the very good, and nine (24.32%) go into the acceptable.

Thus, it can be said that BPPK's psychosocial conditions are in good shape. Cognitive demands, demands for hiding emotions, work pace, influence at work, variation of work, control over working time, illegitimate tasks, role conflicts, and insecurity over working condition are some of the psychosocial conditions that need to be improved by BPPK.



Figure 4.1 Central Tendency of COPSQ III Dimensions Distribution

### Variability

Range, standard deviation, skewness, and kurtosis can all be used to quantify how widespread a distribution is. First off, the total range of scores is fairly large, with a majority of 100 separating the lowest and highest scores. The COPSQ III values obtained at BPPK are therefore stated to be very dispersed.

Second, all standard deviations measured across all dimensions are consistently lower than the mean, with values falling between 14 and 28. This demonstrates that the COPSQ III values are not concentrated at a single spot but rather are widely distributed from the lowest to the highest scores.

Finally, let's look about skewness and kurtosis. Because the skewness values only range from -1 to 1, not all curved dimensions are skewed to the right or left. Only three dimensions—self-rated health, somatic stress, and depressive symptoms—have values that are outside of this range, making this condition essentially identical to kurtosis. As a result, the curve's shape is neither sharp nor flat.

In conclusion, there is a wide diverse range of data available from the COPSQ III questionnaire at BPPK.

### *Categorical Distribution of COPSOQ III Results*

Most COPSOQ III dimensions showed that the respondents' conditions were very good and good as opposed to poor and very poor. Only three of the dimensions—cognitive demands, work pace, and variation of work—were not like that. Additionally, it is important to pay attention for BPPK to dimensions with a high acceptable percentage, such as demands for hiding emotions, influence at work, and control over working time.

The next intriguing finding is that all five categories are present in all dimensions, with the exception of job satisfaction, which lacks a very low category. This demonstrates that the findings from the respondents are very dispersed, and it is important for BPPK, a company that employs these respondents, to pay attention to all COPSOQ III dimensions in order to improve the psychological working conditions for its employees.

### *Findings on Conflicts & Offensive Behaviours Domain*

The only form of conflict & offensive behaviour (COB) that has not recently happened in BPPK and was reported by respondents is physical violence. Unpleasant teasing and bullying (relating to unjustly criticism) are two COB behaviours that happen more frequently than others. While eliminating COB conduct would not mean that other types of behaviour are dismissed or even disregarded, it will make employees feel more at ease at work, which will have a positive indirect effect on both employee and organisational performance.

Then, it was discovered that colleagues and managers/superiors were the "actors" or the source of COB conduct.

### **Discussion of Results**

Even though the psychosocial conditions in BPPK were mostly and generally fairly good as a result from COPSOQ III, the researcher concentrated the discussion on the results on dimensions that were not in very good and good shape. This is done so that the BPPK organisation would give these dimensions (at figure 4.2) importance attention and subsequently improve psychological conditions.

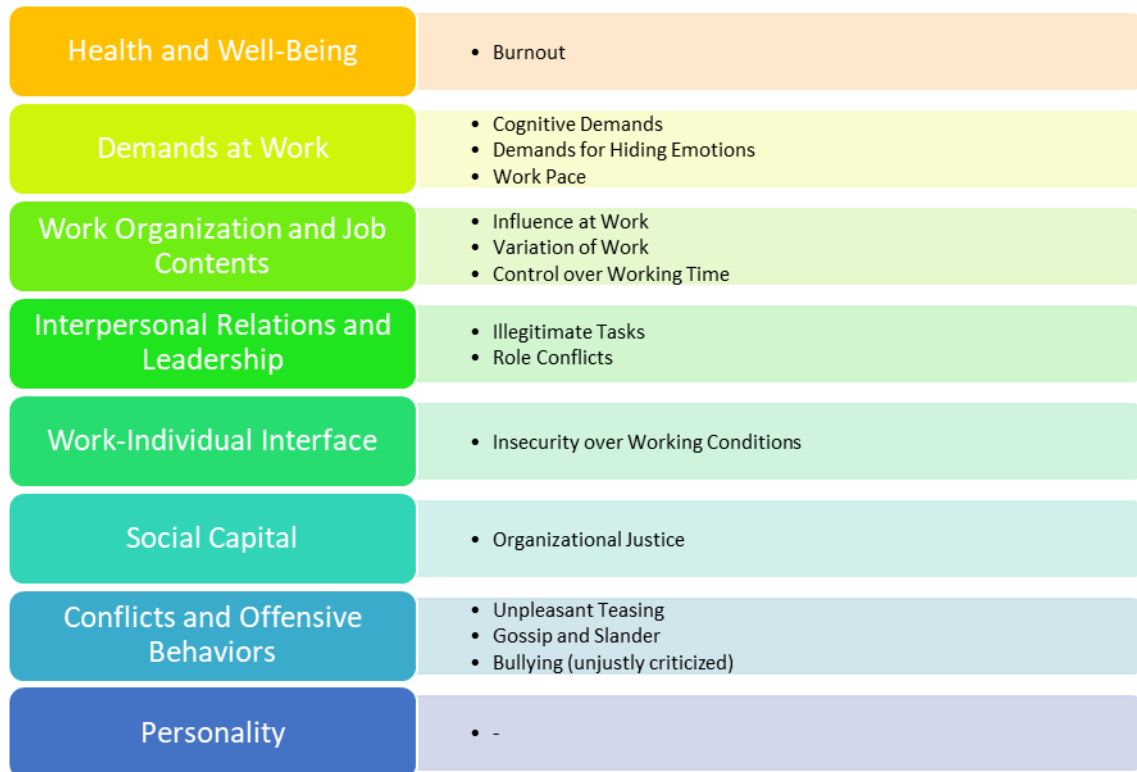


Figure 4.2 The Dimensions that Need to be More Considered by BPPK from the Results

**Health & Well-Being: Burnout**

Employees who go through this will feel emotionally worn out all the time and cognitively weary, which might affect their ability to concentrate at work, among other things. Burnout can also lower employee energy, which results in physical exhaustion. Employee productivity consequently tends to decline. Burnout needs to be a concern even though it is not yet dangerous at BPPK in order for employee performance to be sustained effectively and consistently for a long time.

**Demands at Work: Cognitive Demands, Demands for Hiding Emotions, & Work Pace**

The COPSOQ III questionnaire at BPPK reveals significant cognitive demands that can easily lead to stress and burnout in employees. The subsequent issue concerns demands for hiding emotions. Based on the findings, BPPK employees are required to be able to conceal their emotions when interacting with colleagues, superiors, subordinates, and training participants. Additionally, if this is done repeatedly, it might result in long-term depression as well as excessive work and mental stress. The third possibility issue that BPPK should take into consideration is work pace. Employees at BPPK may feel as though there is an imbalance between the amount of work to be done and the time, they have available due to the organization's high production. Employees who do not meet the demands of work pace might cause psychological risks to emerge, which leads to a tendency for employees to react negatively to their workplace (Ginting & Febriansyah, 2020), which is bad for both the organization and the employees.

**Work Organization and Job Contents: Influence at Work, Variation of Work, & Control over Working Time**

Employees feel that their influence is not significant enough at work, according to the influence at work results of the COPSOQ III questionnaire at BPPK. As a result, it is very challenging for BPPK employees to exercise any sort of influence, including decision-making, choosing teammates, methods of completion, and even bidding on the amount and deadline of work in accordance with employees' preferences.

The findings of variation at work show that BPPK employees believe it is acceptable to receive the



same tasks repeatedly, but if this approach persists, it may have an effect on performance decline and a desire to leave.

According to the COPSOQ III questionnaire results, BPPK employees had a hard difficulty managing their time at work. If this situation is not resolved, it could lead to failure in completing the assignment that is owned and encourage the emergence of disputes between work and personal life.

***Interpersonal Relations and Leadership: Illegitimate Tasks & Role Conflicts***

Employees at BPPK believe that illegitimate tasks are assigned to them frequently, which may be interfering with their capacity to perform their job properly. Still connected to the previous dimension, role conflicts are a reality that BPPK employees deal with on the working.

***Work-Individual Interface: Insecurity over Working Conditions***

The results of the COPSOQ III questionnaire for insecurity over working conditions, for instance in terms of employee transfers and rotations, captured the worry of BPPK employees over this issue. Because they do not appear to be sufficiently self-prepared to perform work that does not meet the circumstances they expect, employees become anxious when this occurs.

***Social Capital: Organizational Justice***

Organizational justice needs to be a priority for BPPK in comparison to the other two dimensions in this domain. If employees are not treated fairly in at least four ways, including the distribution of tasks and recognition, plus its process, addressing disagreements, and handling or responding to employee ideas, BPPK employees believe that the organisation has a responsibility.

***Conflicts & Offensive Behaviours: Unpleasant Teasing, Gossip and Slander, & Bullying (unjustly criticized)***

Some employees believed they are frequently the target of unpleasant teasing, especially from superiors and colleagues. Although the original satire's goal was not to make the employee feel uncomfortable, such as by creating a more welcoming environment, there are occasions when this behaviour can irritate others, particularly the employee who is the subject of the satire. Each person interprets satire differently, which means that various people will have different reactions.

Although gossip and slander did not always happen at the BPPK, the BPPK needed to be on alert because employees felt that this offensive behaviour had happened frequently. Due to its propensity to highlight a person's flaws and to convey unclear information, this behaviour has the potential to negatively impact the psychosocial climate at work.

Bullying that is regularly practised is being unfairly criticized by superiors and colleagues. Bullying at work can take the form of verbal or psychological criticism, which can cause mental harm to individuals who fall victim.

## **CONCLUSIONS**

The primary goal of this study was to assess the psychosocial wellbeing of BPPK employees at the time the research was conducted. This is because BPPK was successful in accomplishing its yearly KPIs the year before, and this achievement served as the foundation for this research's background by connecting it to the psychosocial characteristics of BPPK employees. Researchers employed the COPSOQ III questionnaire, a validated and well-tested psychosocial assessment tool, to meet the research aim and objectives.

From the respondents who completed the COPSOQ III questionnaire was obtained, and a number of findings were drawn, including the following: first, all respondents were distributed across the five psychosocial categorization levels in all dimensions, with the exception of the job satisfaction dimension, where there are no respondents in the very poor category. Despite the respondents' distribution pattern, the majority of them fall into the good category overall. This demonstrates that

the psychological state of BPPK employees is decent, which provides evidence that the organization's KPIs were met in the previous year.

Second, BPPK has developed into a workplace that is quite comfortable for its employees in terms of conflicts and offensive behaviours, but there are some factors to take into account, specifically with regard to unpleasant teasing, gossip & slander, and bullying for unjustly criticized behaviour that may unintentionally occur in BPPK but only on a modest scale.

#### **FURTHER STUDIES RECOMMENDATIONS**

- a) A comparison between the findings of this study and those of organizations that are unable to meet annual organisational performance will make the psychosocial research engaging.
- b) A clearer picture of psychological problems can be obtained by probing further into the responses of respondents with extreme scores (high & low scores).
- c) The connection between dimensions and other dimensions, allowing researchers to determine which dimension affects employees' psychosocial condition the most.

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