Sujadi, E., Bustami, Y., & Fadhli, M. (2023). Depression, anxiety, and stress associated with work motivation of Indonesian bank employees in the new normal during the COVID-19 era. *Jurnal Psikologi, 16*(1), 5-22 doi: https://doi.org/10.35760/psi.2023.v16i1.6821

DEPRESSION, ANXIETY AND STRESS ASSOCIATED WITH WORK MOTIVATION OF INDONESIAN BANK EMPLOYEES IN THE NEW NORMAL DURING THE COVID-19 ERA

[1]Eko Sujadi, [2]Yuserizal Bustami, [3]Muhammad Fadhli

[1,2]State Islamic Institute of Kerinci
Kapten Muradi Street, Pesisir Bukit Sub-District, Sungai Penuh, Jambi, Indonesia, 37112
[3]University of Bengkulu
WR Supratman Street, Kandang Limun, Bengkulu, Indonesia, 38371
[1]ekosujadi91@gmail.com

Received: 23 July 2022 *Revised*: 24 November 2022 *Accepted*: 7 December 2022

Abstract

Although there have been several studies investigated the effect of COVID-19 outbreak on mental health, studies that specifically analyze the impact of the COVID-19 outbreak on bank employees have not been investigated, especially during the new normal era. Therefore, this study aims to assess the mental health of bank employees and its correlation with dimensions of work motivation. This online cross-sectional study measured 403 participants using the DASS-21 and the MWMS scale. Participants who experienced depression, anxiety, and stress at the moderate to extremely severe level were 32.51%, 63.77%, and 7.94%. Furthermore, there are no differences in depression, anxiety, and stress on all demographic variables, except for the job position characteristics, which are significantly different on the anxiety scale. The correlation analysis results show that depression is negatively correlated with introjected regulation, identified regulation, and intrinsic motivation, whereas depression is positively correlated with the amotivation dimension; anxiety has a negative correlation with extrinsic regulation-material, introjected regulation, identified regulation, and intrinsic motivation; then stress is negatively correlated with the five dimensions including extrinsic regulation-social, extrinsic regulation-material, introjected regulation, identified regulation, and intrinsic motivation. These findings suggest that banks in Indonesia should provide mental health interventions for employees.

***Keywords**: depression, anxiety, stress, work motivation, COVID-19*

Abstrak

Terdapat beberapa penelitian mengenai kesehatan mental masyarakat ketika berhadapan dengan COVID-19, namun studi terhadap pegawai bank belum diselidiki khususnya pada masa new normal saat ini. Tujuan penelitian ini untuk menilai kesehatan mental pegawai bank dan melihat hubungannya dengan beberapa dimensi motivasi kerja. Online cross-sectional study ini mengukur 403 partisipan dengan menggunakan skala DASS-21 dan multidimensional work motivation scale. Partisipan yang mengalami depresi, kecemasan dan stress pada level moderate to extremely severe sebanyak 32.51%, 63.77% dan 7.94%. Tidak terdapat perbedaan depresi, kecemasan dan stres pada seluruh variabel demografis, kecuali karakteristik posisi pekerjaan yang signifikan berbeda pada skala kecemasan. Hasil analisa korelasi menunjukkan bahwa depresi berkorelasi negatif dengan introjected regulation, identified regulation dan intrinsic motivation, sedangkan dengan dimensi amotivation berkorelasi positif; kecemasan memiliki hubungan yang negative dengan extrinsic regulation-material, introjected regulation,

identified regulation dan intrinsic motivation. Sementara itu, stres berkorelasi negative dengan lima dimensi di antaranya extrinsic regulation-social, extrinsic regulation-material, introjected regulation, identified regulation dan intrinsic motivation. Temuan ini dapat mendorong bank-bank di Indonesia untuk menyediakan intervensi kesehatan mental terhadap pekerja.

***Kata kunci**: depresi, kecemasan, stres, motivasi kerja, COVID-19*

INTRODUCTION

The first case of COVID-19 was reported in Wuhan City of Hubei Province in China on December 31, 2019 (Lescure et al., 2020). COVID-19 has a significant impact on almost all sectors, one of which is mental health. The psychological impact is felt by all age groups, especially at the beginning of the spread of COVID-19. This outbreak has led to maladaptive behaviors such as excessive hand washing, withdrawing from relationships, and buying panic (Asmundson & Taylor, 2020).

Studies on the mental health of the public and special groups affected by COVID-19 have been extensively studied. A study reported that moderate-to-severe stress, anxiety, and depression associated with COVID-19 were noted in 8.1%, 28.8%, and 16.5% (Wang et al., 2020). Additionally, another study shows that anxiety and depression felt by the community are very diverse, even some are at a severe level (Ahmed et al., 2020). Mental health disorders due to COVID-19 most experienced by health workers (Shechter et al., 2020; Sujadi et al., 2021). COVID-19 also causes mental health disorders in other groups such as older adults (Hamm et al., 2020), young adult (Liu et al., 2020), students (Liu et al., 2020a; Sujadi et al., 2020) and patients (Guo et al., 2020).

The mental health experienced by people differs based on several characteristics, such as age, gender, and internet access. Research conducted by Pieh shows mental health problems due to COVID-19 are highest in adults under 35 years, women, and low incomes (Pieh et al., 2020). The negative impact of the first months of the pandemic was found to be greater for young adults (16-25 years old) and varied according to personality traits (Staneva et al., 2022). The prevalence of mental health disorders is also positively correlated with the frequency of internet use and coping strategies of avoidance, confrontation, seeking and social support (Mota et al., 2021). Furthermore, a study conducted by Sigurvinsdottir showed that when someone accesses the internet to find information about COVID-19, it will affect increasing symptoms of mental health disorders (Sigurvinsdottir et al., 2020). Specifically, the study of differences in mental health based on the job position, can refer to the research conducted by Tanoue (2020). This study has revealed that those who are closely related to COVID-19 patients experience higher psychological pressure than those who are not (Tanoue et al., 2020). Therefore, workers who directly deal with other people will

undoubtedly be more at risk of experiencing mental health disorders.

Workers who have the potential to experience mental health disorders during COVID-19 are employees in the banking sector. Employees in the banking sector are still required to provide excellent service to customers. Some employees are even required to meet with customers who want to take advantage of the services provided; they do not know whether the customers they met may be positive or have had contact with patients who are positive for COVID-19 because some of them have no symptoms. The anxiety felt by these employees is increasing when there is a spread of COVID-19 from a bank cluster (Artanti, 2020).

Artanti's survey was carried out when the spread of COVID-19 was severe and when all countries were still implementing lockdown and social distancing policies. Some areas are in the red zone, requiring them to stay home. Many studies have revealed that COVID-19 affects the mental health of the general public and special populations (Huang & Zhao, 2020; Naser et al., 2020; Sujadi et al., 2020; Sujadi et al., 2021). However, research on public mental health in the new normal period has not been widely studied, especially in the population of bank employees. This is the point of difference between this research and previous research. Of course, this is a big question; after almost three years of the spread of COVID-19, is the perceived mental health decreasing or even high? High mental health disorders are predicted to affect work motivation. However, there are no specific studies regarding the mental health of workers due to COVID-19 which is associated with work motivation. Research by Khalatbari et al (2013) has dealt with work stress and work anxiety than stress, anxiety, and depression in general. A study of 160 hospital workers showed that feeling of stress correlated with work stress, job satisfaction, and work motivation (Khalatbari et al., 2013).

Work motivation is a topic of concern for many researchers. Motivation can be defined as an internal drive to satisfy an unsatisfied needs and to achieve certain goals (Dobre, 2013). Motivation is needed by workers to achieve organizational goals. Several previous studies have revealed that work motivation has an impact on employee performance (Azar & Shafighi, 2013; Dharma, 2017), job satisfaction (Sohail et al., 2014), and organizational performance (Deressa & Zeru, 2019)

Work motivation is a multidimensional aspect. One of the theories used to describe individual motivation is self-determination theory (SDT). Self-determination theory (SDT) is an empirically based theory of human motivation, development, and wellness (Deci & Ryan, 2008).

The main difference between SDT is between autonomous motivation and controlled motivation. When people are motivated autonomously, they experience

volition, or a self-endorsement of their actions. In contrast, controlled motivation consists of external regulation, in which one's behavior is a function of external contingencies of reward or punishment, and introjected regulation (Deci & Ryan, 2008). These two aspects are different from amotivation which refers to a lack of intention and motivation (Deci & Ryan, 2008). To summarize, SDT posits a self-determination continuum. It ranges from amotivation to intrinsic motivation. Between amotivation and intrinsic motivation there are four types of extrinsic motivation including external regulation, introjected regulation, identified regulation and integrated regulation (Gagné et al., 2015). More complete information can be seen in Figure 1. Currently, it is very important to know in detail about the depression, anxiety, and stress experienced by employees in the banking sector in Indonesia. While previous research only discussed public mental health and special populations when dealing with COVID-19, the researchers determined to conduct this research on bank employees in Indonesia. In addition, the researchers also correlated the mental health of bank employees with work motivation. This study aims to evaluate the depression, anxiety, and stress experienced by employees in the banking sector in the new normal era. This study also examines differences in the mental health of bank employees based on the characteristics of age, gender, work position, and the time used to access the internet.

The results of this study can be used as a theoretical basis for providing psychological intervention to employees in the banking sector. Furthermore, it can also be used as material for policymaking by the government and companies related to improving the mental health of employees in the banking sector.

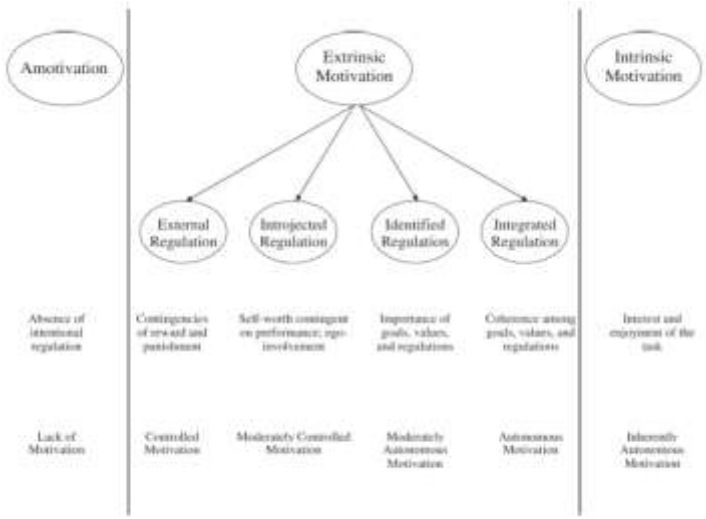

Figure 1. Self Determination Continuum (Gagne et al., 2015)

METHODS

A cross-sectional survey was conducted in Mei 2022. A total of 403 participants participated to fill the survey. The questionnaire link is distributed through WhatsApp and telegram groups consisting of Bank employees in Indonesia.

Table 1 shows the demographic characteristics and special characteristics of the participants. In terms of age characteristics, the age group 26-35 (46.65%) predominates, followed by ages 36-45, 17-25, 46-55, and> 55, with their respective proportions of 27.54%, 16.38%, 46-55 % and 4.22%. In the gender variable, women who filled out this questionnaire were 58.31% of the total participants, while men were 41.69%. Furthermore, on the characteristics of work positions, frontline workers are 31.02%, followed by back office (25.31%), marketing (33.75%), and leaders (9.93%). The classification of participants based on the time used to access the internet in a day is also quite diverse, where workers who use 1-3 hours are 34.99%, followed by groups of 4-6 hours (28.29%), > 9 hours (20.60%), and 7-9 hours (16.13%). The Depression Anxiety Stress Scale (DASS-21) is used to express the mental health of Bank employees. This scale consists of 21 items consisting of three constructs namely depression, anxiety, and stress. Each construct consists of 7 items. Participants were asked to express the frequency of emotions felt during the previous week until now. This scale uses a four-choice Likert scale, namely did not apply to me at all (0), applied to me to some degree, or some of the time (1),

Table 1. Demographic Characteristics and Special Characteristics of the Participants

Variable	Category	Frequency	Percentage
Age	17-25	66	16.38
	26-35	188	46.65
	36-45	111	27.54
	46-55	21	5.21
	> 55	17	4.22
Gender	Male	168	41.69
	Female	235	58.31
Work position	Frontline	125	31.02
	Back office	102	25.31
	Marketing	136	33.75
	Leaders (branch managers, unit heads, etc.)	40	9.93
The time used to access the internet everyday	1-3 hours	141	34.99
	4-6 hours	114	28.29
	7-9 hours	65	16.13
	> 9 hours	83	20.60

applied to me to a sufficient degree or a good part of time (2), applied to me very much or most of the time (3). The DASS was shown to possess satisfactory psychometric properties, and both exploratory and confirmatory were used to substantiate the factor structure (Lovibond & Lovibond, 1995). A validated Indonesian version was used in this study (Kinanthi et al., 2020). Reliability testing using Cronbach's Alpha on this scale in the Indonesian version produced a score of .912 (Kinanthi et al., 2020).

Multidimensional work motivation scale was used to measure multidimensional work motivation (Gagné et al., 2015). This scale consists of 19 items using a 7-choice Likert scale, including 1- not at all, 2-not really, 3-a little, 4-moderate, 5-strong, 6-very strong and 7 - completely / entirely. Factorial analysis shows that these scale items have the same factor structure in seven languages (Gagné et al., 2015). This scale begins with the question "why do you want to put your efforts into your current job?", Then participants are asked to determine how strongly the reasons are felt. The dimensions measured include amotivation, extrinsic regulation-social, extrinsic regulation-material, introjected regulation, identified regulation, intrinsic motivation (Gagné et al., 2015). Across the three languages, the standardized pattern coefficients ranged from 0.48 to 0.96. Only 2 (identified and introjected regulation in German) were below .70 out of 35 alpha coefficients (five subscales in 7 languages), and a majority were above .80.(Gagné et al., 2015). Specifically, in this study the instrument used was in the Indonesian version.

All data were analyzed using IBM SPSS version 25. Descriptive statistics (frequency, percentages, mean, and standard deviation) were used to describe participants' mental health and work motivation dimensions in general. This analysis technique also revealed the achievement of variables measured based on demographics and other special characteristics (e.g., age, gender, work position, and time used to access the internet daily).

Testing the assumptions shows that the data obtained are not normally distributed, so data analysis uses non-parametric statistical analysis techniques. Multivariate analysis of depression, anxiety and stress based on gender used the Man-Whitney test analysis technique. Man-Whitney is a statistical test to test the difference between two independent samples (McKnight & Najab, 2010), namely male and female respondents. Furthermore, the Kruskal-Wallis test was used to test the differences in the variables studied based on age, work position and times to use the internet in a day. The Kruskal-Wallis test is a nonparametric test whose purpose is to determine whether there is a statistically significant difference between two or more independent groups (Irianto, 2010). In this study, the age variable consists of five characteristics, work position consists of four

characteristics, and times to use the internet in a day consist of four characteristics. The data analysis technique used to determine the relationship between the three mental health scales and Bank employees' work motivation dimensions uses Spearman's Rank-Order Correlation.

RESULTS AND DISCUSSION

Table 2 shows that the number of participants who did not have depressive symptoms was 41.44%, followed by mild, moderate, severe, and extremely severe levels of 26.05%, 29.78%, 2.48%, and 0.25%. On the anxiety scale, the number of participants at the normal level was 21.59%, and then the mild level was 14.64%, moderate 50.37%, severe 12.41%, and extremely severe 0.99%. Furthermore, on the stress scale, 78.91% of participants did not have symptoms of stress, then the proportion of participants who were in the mild, moderate, and severe categories was 13.15%, 6.45%, and 1.49%.

Work motivation is measured using six dimensions (see Table 3). The mean range is from 5.45 - 16.36. The highest score was obtained on the Introjected Regulation dimension (M = 16.36, SD = 5.23), followed by the intrinsic motivation dimension (M = 12.18, SD = 4.02), identified regulation (M = 12.05, SD = 3.92), then the Extrinsic Regulation-Material dimension (M = 11.31, SD = 4.18), Extrinsic Regulation-Social (M = 10.45, SD = 4.48), and the lowest score is in the dimensions of amotivation (M = 5.45, SD = 4.64).

Table 2. Prevalence Statistics of Anxiety, Depression, and Stress of the Bank Employees in The New Normal during the COVID-19 Era

Anxiety Level	Level	Number of Participants	Percentage (%)	Mean	Standard Deviation
Depression	Normal	167	41.44	5.94	2.22
	Mild	105	26.05	10.93	1.00
	Moderate	120	29.78	15.82	1.99
	Severe	10	2.48	23.80	1.75
	Extremely Severe	1	0.25	28.00	0
Anxiety	Normal	87	21.59	4.46	1.90
	Mild	59	14.64	8.00	0.00
	Moderate	203	50.37	12.19	1.62
	Severe	50	12.41	17.08	1.01
	Extremely Severe	4	0.99	21.00	1.15
Stress	Normal	318	78.91	8.88	3.85
	Mild	53	13.15	16.94	1.01
	Moderate	26	6.45	21.23	1.70
	Severe	6	1.49	28.33	1.97
	Extremely Severe	0	0	0	0

Table 3. The Descriptive Statistics of the Work Motivation Dimensions of Bank Employees in The New Normal during the COVID-19 Era

Dimensions of Work Motivation	Mean	Standard Deviation
Amotivation	5.45	3.64
Extrinsic Regulation-Social	10.45	4.48
Extrinsic Regulation-Material	11.31	4.18
Introjected Regulation	16.36	5.23
Identified regulation	12.05	3.92
Intrinsic motivation	12.18	4.02

Table 4. Univariate Analysis of Bank Employees Depression in The New Normal during the COVID-19 Era

Variables	Mean (SD)	Depression Level					Statistics	P
		Normal	Mild	Moderate	Severe	Extremely Severe		
Gender							-.400[a]	.689
Male	5,17 (2.34)	64 (38.10%)	51 (30.36%)	52 (30.95%)	1 (0.60%)	0 (0%)		
Female	5.46 (2.67)	103 (43.83%)	54 (22.98%)	68 (28.94%)	9 (3.83%)	1 (0.43%)		
Age							1.898[b]	.755
17-25	5.38 (2.58)	28 (14.89%)	14 (21.21%)	22 (33.33%)	2 (3.03%)	0 (0%)		
26-35	5.23 (2.63)	87 (46.28%)	43 (22.87%)	52 (27.66%)	6 (3.19%)	0 (0%)		
36-45	5.36 (2.44)	39 (35.14%)	37 (33.33%)	32 (28.83%)	2 (1.80%)	1 (0.90%)		
46-55	5.67 (2.13)	8 (39.10%)	5 (23.81%)	8 (38.10%)	0 (0%)	0 (0%)		
> 55	5.88 (2.62)	5 (29.41%)	6 (35.29%)	6 (35.29%)	0 (0%)	0 (0%)		
Working position							1.022[b]	.796
Frontline	5.50 (2.49)	49 (39.20%)	32 (25.60%)	40 (32%)	3 (2.40%)	1 (0.80%)		
Back office	5.29 (2.82)	48 (47.06%)	21 (20.59%)	29 (28.43%)	4 (3.92%)	0 (0%)		
Marketing	5.31 (2.52)	57 (41.91%)	33 (24.26%)	43 (31.62%)	3 (2.21%)	0 (0%)		
Leader	5.05 (1.99)	13 (32.50%)	19 (47.50%)	8 (20%)	0 (0%)	0 (0%)		
Time used to access internet in a day							3.863[b]	.277
1-3 hours	5.26 (2.24)	51 (36.17%)	44 (31.21%)	45 (31.91%)	1 (.71%)	0 (0%)		
4-6 hours	5.57 (2.69)	51 (44.74%)	22 (19.30%)	35 (30.70%)	6 (5.26%)	0 (0%)		
7-9 hours	5.58 (2.49)	25 (38.46%)	15 (23.08%)	25 (38.46%)	0 (0%)	0 (0%)		
> 9 hours	4.97 (2.82)	40 (48.78%)	24 (29.27%)	14 (17.07%)	3 (3.66%)	1 (1.22%)		

[a] Mann-Whitney test
[b] Kruskal-Wallis test

Table 5. Univariate Analysis of Bank Employee Anxiety in The New Normal during the COVID-19 Era

Variables	Mean (SD)	Anxiety Level					Statistics	*p*
		Normal	Mild	Moderate	Severe	Extremely Severe		
Gender							-1.522[a]	.128
Male	5.06 (2.07)	37 (22.02%)	25 (14.88%)	93 (55.36%)	12 (7.14%)	1 (0.60%)		
Female	5.47 (2.24)	50 (21.28%)	34 (14.47%)	110 (46.81%)	38 (16.17%)	3 (1.28%)		
Age							1.918[b]	.751
17-25	5.57 (2.21)	12 (18.18%)	5 (7.58%)	35 (53.03%)	13 (19.70%)	1 (1.52%)		
26-35	5.21 (2.16)	43 (22.87%)	26 (13.83%)	97 (51.60%)	22 (11.70%)	0 (0%)		
36-45	5.22 (2.15)	26 (23.42%)	19 (17.12%)	55 (49.55%)	9 (8.11%)	2 (1.80%)		
46-55	5.43 (2.52)	4 (19.05%)	3 (14.29%)	10 (47.62%)	3 (14.29%)	1 (4.76%)		
> 55	5.53 (2.12)	2 (11.76%)	6 (35.29%)	6 (35.29%)	3 (17.65%)	0 (0%)		
Working position							8.840[b]	.032*
Frontline	5.56 (2.29)	25 (20%)	15 (12%)	63 (50.40%)	21 (16.80%)	2 (1.60%)		
Back office	4.98 (2.17)	28 (27.42%)	19 (18.63%)	42 (41.18%)	13 (12.75%)	0 (0%)		
Marketing	5.47 (2.11)	24 (17.65%)	17 (12.50%)	79 (58.09%)	14 (10.29%)	2 (1.47%)		
Leader	4.72 (1.88)	11 (27.50%)	8 (20%)	18 (45%)	2 (5%)	0 (0%)		
Time used to access internet in a day							5.869[b]	.118
1-3 hours	5.47 (2.03)	23 (16.31%)	25 (17.73%)	74 (52.48%)	19 (13.48%)	0 (0%)		
4-6 hours	5.06 (2.19)	27 (38.68%)	15 (13.16%)	62 (54.39%)	9 (7.89%)	1 (0.88%)		
7-9 hours	5.72 (2.18)	12 (13.46%)	8 (12.31%)	32 (49.23%)	12 (18.46%)	1 (1.54%)		
> 9 hours	5.01 (2.36)	25 (30.49%)	11 (13.41%)	35 (42.68%)	10 (12.20%)	2 (2.44%)		

[a] Mann-Whitney test; [b] Kruskal-Wallis test

Table 6. Univariate Analysis of Bank Employee Stress in The New Normal during the COVID-19 Era

Variables	Mean (SD)	Stress level					Statistics	P
		Normal	Mild	Moderate	Severe	Extremely Severe		
Gender							-.755[a]	.450
Male	5.36 (2.69)	139 (82.74%)	19 (11.31%)	0 (0%)	1 (0.60%)	0 (0%)		
Female	5.62 (2.90)	179 (76.17%)	34 (14.47%)	17 (7.23%)	5 (2.13%)	0 (0%)		
Age							5.487[b]	.241
17-25	5.86 (2.99)	46 (69.70%)	13 (19.70%)	6 (9.09%)	1 (1.52%)	0 (0%)		
26-35	5.48 (2.82)	149 (79.26%)	24 (12.77%)	12 (6.38%)	3 (1.60%)	0 (0%)		
36-45	5.60 (2.74)	90 (81.08%)	13 (11.71%)	6 (5.41%)	2 (1.80%)	0 (0%)		
46-55	5.33 (2.74)	17 (80.95%)	2 (9.52%)	2 (9.52%)	0 (0%)	0 (0%)		
> 55	4.18 (2.21)	16 (94.12%)	1 (5.88%)	0 (0%)	0 (0%)	0 (0%)		
Working position							4.593[b]	.204
Frontline	5.86 (3.09)	89 (71.20%)	23 (18.40%)	10 (8%)	3 (2.40%)	0 (0%)		
Back office	5.24 (2.85)	84 (82.35%)	10 (9.80%)	6 (5.88%)	2 (1.96%)	0 (0%)		
Marketing	5.57 (2.65)	110 (80.88%)	15 (11.03%)	10 (7.35%)	0 (0%)	0 (0%)		
Leader	4.92 (2.13)	35 (87.50%)	5 (12.50%)	0 (0%)	0 (0%)	0 (0%)		
Time used to access internet in a day							3.103[b]	.376
1-3 hours	5.67 (2.72)	115 (81.56%)	12 (8.51%)	12 (8.51%)	2 (1.42%)	0 (0%)		
4-6 hours	5.31 (3.11)	87 (76.32%)	16 (14.04%)	8 (7.02%)	3 (2.63%)	0 (0%)		
7-9 hours	5.80 (2.44)	48 (73.85%)	14 (21.54%)	3 (4.62%)	0 (0%)	0 (0%)		
> 9 hours	5.31 (2.80)	68 (82.93%)	11 (13.41%)	3 (3.66%)	1 (1.22%)	0 (0%)		

[a] Mann-Whitney test
[b] Kruskal-Wallis test

Table 4 shows the different levels of depression of bank employees in Indonesia in the new normal during the COVID-19 era seen from the characteristics of gender, age, job position, and time used to access the internet a day. Results of data analysis indicate that among the five variables tested there was no variable that showed a difference. In the gender variable, there were no differences, but women received higher mean scores than men. Furthermore, the age variable showed that employees with higher than 55 years experienced higher depression compared to other age groups, but statistical testing did not show a significant difference between these age groups; Table 4 also shows that there is no difference in depression in terms of work position, but frontline workers get higher depression scores than others; Finally on the depression scale, there was no difference in terms of the amount of time spent accessing the internet in a day.

Univariate analysis of anxiety bank employees in the new normal during the COVID-19 era is presented in Table 5. There is one variable that indicates differences in anxiety. Frontline employees get higher anxiety scores, followed by the back office, marketing, and leadership positions. Then in other variables such as gender, no differences were found, but the anxiety felt by women was higher than that of men; there was also no difference in the age variable, but employees in the age range 17-25 received higher scores than other age groups. Then the amount of time spent accessing the internet in a day does not have a significant effect on anxiety.

Table 6 shows the univariate analysis of the Bank employee stress scale in the new normal during the COVID-19 era. The results of data analysis showed the variables of gender, age, work position, and the amount of time spent accessing the internet in a day did

not have a significant effect on stress. However, the scores obtained by each group were not the same as the others.

The results of the correlation analysis between depression, anxiety, stress, and the dimensions of work motivation in the new normal during the COVID-19 era are shown in Table 7. Depression is positively correlated with the amotivation dimension (r = .124), then has a strong negative relationship with the extrinsic regulation-material dimension (material r = -.189), identified regulation (r = -.189), and intrinsic motivation (r = -.180), whereas with extrinsic regulation-social and extrinsic regulation-material variables no relationship was found (r = -.057; r = -.076). Furthermore, the correlation analysis between anxiety and work motivation dimensions shows that there is a negative relationship between anxiety and extrinsic regulation - material (r = -.127), introjected regulation (r = -.245), identified regulation (r = -.232) and intrinsic motivation (r = -.198), whereas the dimensions of amotivation and extrinsic regulation - social were not found (r = .012; r = -.040). In the aspect of stress, there are five dimensions of work motivation that are negatively correlated with stress, namely extrinsic regulation - social (r = -.206), extrinsic regulation - material (r = -.190), introjected regulation (r = -.163), identified regulation (r = -.177), and intrinsic motivation (r = -.236), one dimension that is not related to stress is amotivation (r = .055).

It is undeniable that an increase in cases of COVID-19 causes mental health disorders, especially those who have the potential to contract the virus. The findings of this study revealed that 29.78% of participants experienced moderate levels of depression, 26.05% experienced mild depression, 2.48% severe depression, and there was one participant who was at the level of extremely depression. In the aspect of anxiety, half of the employees are at the moderate level (50.37%), even there are 4 participants who experienced extremely severe. As for the stress scale, most participants did not experience stress (78.91%), however, there were 1.49% of participants who experienced stress at severe levels. Although mental health disorders at the level of severe and extremely severe only experienced by a small group of participants, if this disorder is left it will cause higher psychological pressure, especially they are always required to provide excellent service to customers.

Table 7. The Correlation between Depression, Anxiety, and Stress related to COVID-19 in The New Normal with Dimensions of Work Motivation

Mental Health	Dimensions of Work Motivation					
	Amotivation	Extrinsic Regulation - Social	Extrinsic Regulation - Material	Introjected Regulation	Identified Regulation	Intrinsic Motivation
Depression	.124*	-.057	-.076	-.189**	-.189**	-.180**
Anxiety	.012	-.040	-.127*	-.245**	-.232**	-.198**
Stress	.055	-.206**	-.190**	-.163**	-.177**	-.236**

Note: *p < .05; **p < .01

Several studies related to the mental health of people affected by COVID-19 have been conducted in several countries. Surveys conducted in the United States show that COVID-19 significantly influences the psychological aspects of society; almost half of the participants (48%) were worried about being infected with COVID-19, even 59% of participants said that COVID-19 affected their lives (Canady, 2020). In another study, participants reported high levels of depression (43.3%, PHQ-8 score ≥ 10), high anxiety score (45.4%, GAD-7 score ≥ 10), and high levels of PTSD symptoms (31.8 %, PCL-C score ≥ 45) (Liu et al., 2020). Several studies related to the mental health of people affected by COVID-19 have been conducted in several countries. Surveys conducted in the United States show that COVID-19 significantly influences the psychological aspects of society; almost half of the participants Perceived anxiety can be caused by the almost constant flow of news about this outbreak (WHO, 2020). Therefore, the WHO recommends avoiding news about COVID-19 that is uncomfortable. Some groups of workers are also very vulnerable to mental health problems, especially jobs that have a risk of contracting COVID-19. There are limited research findings and reviews regarding mental health experienced by workers in the banking sector. Some research has examined more about the impact of this outbreak on job loss (Blustein & Guarino, 2020; Sobieralski, 2020), career shock (Akkermans et al., 2020), and flexible employment relationships and careers (Spurk & Straub, 2020). This outbreak has created a very challenging environment for human resource management, so managers must act quickly to help employees to adapt to radical changes that occur in the work and social environment (Carnevale & Hatak, 2020). In comparison, research findings on anxiety experienced by workers in China when going back to work (work from office), showed 10.8% of participants experienced post-traumatic stress disorder (PTSD) (Tan et al., 2020). In other environments, university staff also experience mental health disorders (Odriozola-González et al., 2020).

Univariate analysis of the scale of depression, anxiety, and stress based on the characteristics of age, sex, work position, and the amount of time spent accessing the internet a day showed almost the same results. Of the five characteristics used, only the anxiety aspect showed differences, namely position on work.

Although statistically there were no differences in depression, anxiety and stress by gender, but the scale score was higher in women than men; this finding is relevant to previous research (Hu et al., 2020; Huang & Zhao, 2020). Furthermore, the results of data analysis based on the age characteristics of each subscale also found no difference; like the findings of previous research (Ahmed et al., 2020). Scores obtained for these scales are also quite diverse. On the depression scale,

ages over 55 get a higher score, on the other hand on the anxiety and stress scale, the 17-25-year age group scores higher than the others. Studies report that individuals who are in early adulthood show more symptoms of anxiety and depression than older people (Brenes et al., 2008). In the aspect of job position, employees at the frontline score higher on all scales, but statistical differences are only found on the anxiety scale. This can be caused by frontline employees having a higher intensity to deal face-to-face with customers with various conditions.

Although the conditions are not the same, a study has revealed that those who are closely related to COVID-19 patients experience higher psychological pressure than those who are not (Tanoue et al., 2020). Furthermore, there were no differences in these scales in terms of the time used to access the internet in a day, but employees who access the internet 7-9 hours a day got higher scores. This is consistent with the WHO's explanation that psychological problems related to COVID-19 can be caused by community activities to access information about COVID-19 (WHO, 2020).

The results of correlation analysis show that the Mental Health subscale tends to be negatively correlated with the dimensions of work motivation, except the amotivation dimension which is positively correlated. This indicates that the higher the workers experience depressive disorders, anxiety and stress will be followed by the low dimensions of work motivation and vice versa. There is still debate among researchers, mental health affects work motivation or work motivation affects mental health. A previous study revealed that stress is related to work motivation (Khalatbari et al., 2013). Employees with decreased levels of work motivation have a higher risk of experiencing fatigue and depression in the future (Björklund et al., 2013). Mental health disorders among workers must of course be dealt with immediately because it will affect burnout, satisfaction and general health (Khamisa et al., 2017), the performance (Yozgat et al., 2013), work productivity (Woo et al., 2011), and other aspects.

There are several limitations to this study. First, measurements were only carried out cross-sectionally without further follow-through longitudinal studies. Data collection is done within two weeks. Secondly, this scale is distributed online. We cannot control the participants who fill out this instrument. Therefore, there is a risk of errors being filled in by participants and misleading feedback to produce biased data; other than that, this measurement is a self-assessment that may not always be in harmony with the assessment made by mental health professionals. Third, participants who filled out this instrument were still dominated in western Indonesia (Sumatra and Java), quite difficult to obtain data from eastern Indonesia, for subsequent

studies the scope of the sample can be extended to all major islands in Indonesia.

CONCLUSION

The results of this study indicate that employees in the banking sector in Indonesia experience mental health disorders such as depression, anxiety, and stress in the new normal era, where anxiety disorders are more significantly felt by employees. Then anxiety scale is significantly different in terms of the work position. These three scales are also generally negatively correlated with work motivation dimensions, except amotivation. This finding indicates that there needs to be more attention towards employees in the banking sector in Indonesia, such as providing mental health interventions.

ACKNOWLEDGMENTS

We offer our gratitude to participants who are willing to fill in the instruments that have been distributed online.

REFERENCES

Ahmed, M. Z., Ahmed, O., Aibao, Z., Hanbin, S., Siyu, L., & Ahmad, A. (2020). Mental health and psychosocial considerations during COVID-19 outbreak. *Asian Journal of Psychiatry*, *51*, 102092. https://doi.org/https://doi.org/10.1016/j.ajp.2020.102092

Akkermans, J., Richardson, J., & Kraimer, M. (2020). The Covid-19 crisis as a career shock: Implications for careers and vocational behavior. *Journal of Vocational Behavior*, *119*, 103434. https://doi.org/10.1016/j.jvb.2020.103434

Artanti, A. (2020). CIMB Niaga employee tests positive for Covid-19. *Medcom*. https://www.medcom.id/english/national/1bVjYx1b-cimb-niaga-employee-tests-positive-for-covid-19

Asmundson, G. J. G., & Taylor, S. (2020). How health anxiety influences responses to viral outbreaks like COVID-19: What all decision-makers, health authorities, and health care professionals need to know. *Journal of Anxiety Disorders*, *71*(March), 102211. https://doi.org/10.1016/j.janxdis.2020.102211

Azar, M., & Shafighi, A. (2013). The effect of work motivation on employees' job performance (Case study: Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Sciences*, *3*(9), 432–455. https://doi.org/http://dx.doi.org/10.6007/IJARBSS/v3-i9/231

Björklund, C., Jensen, I., & Lohela-Karlsson, M. (2013). Is a change in work motivation related to a change in mental well-being? *Journal of Vocational Behavior*, *83*(3), 571–580. https://doi.org/https://doi.org/10.1016/j.jvb.2013.09.002

Blustein, D. L., & Guarino, P. A. (2020). Work and unemployment in the time of COVID-19: The existential experience of loss and fear. *Journal of Humanistic Psychology*, 0022167820934229. https://doi.org/10.1177/0022167820934229

Brenes, G. A., Knudson, M., McCall, W. V., Williamson, J. D., Miller, M. E., & Stanley, M. A. (2008). Age and racial differences in the presentation and treatment of generalized anxiety disorder in primary care. *Journal of Anxiety Disorders*, *22*(7), 1128-1136. https://doi.org/10.1016/j.janxdis.2007.11.011

Canady, V. A. (2020). APA poll finds nearly half anxious about getting COVID-19. *Mental Health Weekly*, *30*, 5. https://doi.org/10.1002/mhw.32295

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, *116*, 183-187. https://doi.org/https://doi.org/10.1016/j.jbusres.2020.05.037

Deci, E. L., & Ryan, R. M. (2008). Self-Determination Theory: A macrotheory of human motivation, development, and health. *Canadian Psychology*, *49*(3), 182-185. https://doi.org/10.1037/a0012801

Deressa, A. T., & Zeru, G. (2019). Work motivation and its effects on organizational performance: the case of nurses in Hawassa public and private hospitals: Mixed method study approach. *BMC Research Notes*, *12*(1), 213. https://doi.org/10.1186/s13104-019-4255-7

Dharma, Y. (2017). The effect of work motivation on the employee performance with organization citizenship behavior as intervening variable at Bank Aceh Syariah. *Proceedings of MICoMS*, 7–12.

Dobre, O. I. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, *5*(1), 53.

Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., van den Broeck, A., Aspeli, A. K., Bellerose, J., Benabou, C., Chemolli, E., Güntert, S. T., Halvari, H., Indiyastuti, D. L., Johnson, P. A., Molstad, M. H., Naudin, M., Ndao, A., Olafsen, A. H., Roussel, P., Wang, Z., & Westbye, C. (2015). The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology*, *24*(2), 178-196. https://doi.org/10.1080/1359432X.877892

Guo, Q., Zheng, Y., Shi, J., Wang, J., Li, G., Li, C., Fromson, J. A., Xu, Y., Liu, X., Xu, H., Zhang, T., Lu, Y., Chen, X., Hu, H., Tang, Y., Yang, S., Zhou, H., Wang,

X., Chen, H., … Yang, Z. (2020). Immediate psychological distress in quarantined patients with COVID-19 and its association with peripheral inflammation: A mixed-method study. *Brain, Behavior, and Immunity*. https://doi.org/https://doi.org/10.1016/j.bbi.2020.05.038

Hamm, M. E., Brown, P. J., Karp, J. F., Lenard, E., Cameron, F., Dawdani, A., Lavretsky, H., Miller, J. P., Mulsant, B. H., Pham, V. T., Reynolds, C. F., Roose, S. P., & Lenze, E. J. (2020). Experiences of American older adults with pre-existing depression during the beginnings of the COVID-19 pandemic: Amulti-city, mixed-methods study. *The American Journal of Geriatric Psychiatry*. https://doi.org/https://doi.org/10.1016/j.jagp.2020.06.013

Hu, D., Kong, Y., Li, W., Han, Q., Zhang, X., Zhu, L. X., Wan, S. W., Liu, Z., Shen, Q., Yang, J., He, H.-G., & Zhu, J. (2020). Frontline nurses' burnout, anxiety, depression, and fear statuses and their associated factors during the COVID-19 outbreak in Wuhan, China: A large-scale cross-sectional study. *EClinicalMedicine*, 100424. https: doi.org/10.1016/j. eclinm.2020.100424

Huang, Y., & Zhao, N. (2020). Generalized anxiety disorder, depressive symptoms and sleep quality during COVID-19 outbreak in China: a web-based cross-sectional survey. *Psychiatry Research*, *288*, 112954. https: doi.org/10.1016/j.psychres.2020.112954

Irianto, A. (2010). *Statistik: Konsep dasar, aplikasi, dan pengembangannya*. Kencana Prenada Media Group.

Khalatbari, J., Ghorbanshiroudi, S., & Firouzbakhsh, M. (2013). Correlation of job stress, job satisfaction, job motivation and burnout and feeling stress. *Procedia Social and Behavioral Sciences*, *84*, 860–863. https://doi.org/10.1016/j.sbspro.2013.06.662

Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect of personal and work stress on burnout, job satisfaction and general health of hospital nurses in South Africa. *Health SA Gesondheid*, *22*, 252-258. https://doi.org/10.1016/j.hsag.2016.10.001

Kinanthi, M., Listiyandini, R. A., Amaliah, U., & Ramadhanty, R. (2020). *Adaptasi Alat Ukur DASS-21 Versi Indonesia pada Populasi Mahasiswa*.

Lescure, F.-X., Bouadma, L., Nguyen, D., Parisey, M., Wicky, P.-H., Behillil, S., Gaymard, A., Bouscambert-Duchamp, M., Donati, F., Le Hingrat, Q., Enouf, V., Houhou-Fidouh, N., Valette, M., Mailles, A., Lucet, J.-C., Mentre, F., Duval, X., Descamps, D., Malvy, D., … Yazdanpanah, Y. (2020). Clinical and virological data of the first cases of

COVID-19 in Europe: a case series. *The Lancet. Infectious Diseases*, *2*(20), 1–10. https://doi.org/10.1016/S1473-3099(20)30200-0

Liu, C. H., Zhang, E., Wong, G. T. F., Hyun, S., & Hahm, H. "Chris." (2020). Factors associated with depression, anxiety, and PTSD symptomatology during the COVID-19 pandemic: Clinical implications for U.S. young adult mental health. *Psychiatry Research*, *290*, 113172. https://doi.org/https://doi.org/10.1016/j.psychres.2020.113172

Liu, S., Liu, Y., & Liu, Y. (2020a). Somatic symptoms and concern regarding COVID-19 among Chinese college and primary school students: A cross-sectional survey. *Psychiatry Research*, *289*, 113070. https://doi.org/https://doi.org/10.1016/j.psychres.2020.113070

Lovibond, P. F., & Lovibond, S. H. (1995). The structure of negative emotional states: Comparison of the Depression Anxiety Stress Scales (DASS) with the Beck Depression and Anxiety Inventories. *Behaviour Research and Therapy*, *33*(3), 335–343. https://doi.org/https://doi.org/10.1016/0005-7967(94)00075-U

McKnight, P. E., & Najab, J. (2010). Mann-Whitney U Test. In *The Corsini Encyclopedia of Psychology* (p. 1). https://doi.org/https://doi.org/10.1002/9780470479216.corpsy0524

Mota, D. C. B., da Silva, Y. V., Costa, T. A. F., Aguiar, M. H. da C., Marques, M. E. de M., & Monaquezi, R. M. (2021). Mental health and internet use by university students: Coping strategies in the context of Covid-19. *Ciencia e Saude Coletiva*, *26*(6), 2159–2170. https://doi.org/10.1590/1413-81232021266.44142020

Naser, A. Y., Dahmash, E. Z., Al-Rousan, R., Alwafi, H., Alrawashdeh, H. M., Ghoul, I., Abidine, A., Bokhary, M. A., AL-Hadithi, H. T., Ali, D., Abuthawabeh, R., Abdelwahab, G. M., Alhartani, Y. J., Al Muhaisen, H., Dagash, A., & Alyami, H. S. (2020). Mental health status of the general population, healthcare professionals, and university students during 2019 coronavirus disease outbreak in Jordan: A cross-sectional study. *Brain and Behavior*, *n/a*(n/a), e01730. https://doi.org/10.1002/brb3.1730

Odriozola-González, P., Planchuelo-Gómez, Á., Irurtia, M. J., & Luis-García], R. [de. (2020). Psychological effects of the COVID-19 outbreak and lockdown among students and workers of a Spanish university. *Psychiatry Research*, *290*, 113108. https://doi.org/10.1016/j.psychres.2020.113108

Pieh, C., Budimir, S., & Probst, T. (2020). The effect of age, gender, income, work,

and physical activity on mental health during coronavirus disease (COVID-19) lockdown in Austria. *Journal of Psychosomatic Research*, *136*, 110186. https://doi.org/10.1016/j.jpsychores.2020.110186

Shechter, A., Diaz, F., Moise, N., Anstey, D. E., Ye, S., Agarwal, S., Birk, J. L., Brodie, D., Cannone, D. E., Chang, B., Claassen, J., Cornelius, T., Derby, L., Dong, M., Givens, R. C., Hochman, B., Homma, S., Kronish, I. M., Lee, S. A. J., … Abdalla, M. (2020). Psychological distress, coping behaviors, and preferences for support among New York healthcare workers during the COVID-19 pandemic. *General Hospital Psychiatry*. https://doi.org/10.1016/j.genhosppsych.2020.06.007

Sigurvinsdottir, R., Thorisdottir, I. E., & Gylfason, H. F. (2020). The Impact of COVID-19 on Mental Health: The Role of Locus on Control and Internet Use. In *International Journal of Environmental Research and Public Health*, *17*(19). https://doi.org/10.3390/

Sobieralski, J. B. (2020). COVID-19 and airline employment: Insights from historical uncertainty shocks to the industry. *Transportation Research Interdisciplinary Perspectives*, *5*, 100123.https://doi.org/https://doi.org/10.1016/j.trip.2020.100123

Sohail, A., Safdar, R., Saleem, S., Ansar, S., & Azeem, M. (2014). Effect of work motivation and organizational commitment on job satisfaction: A case of education industry in Pakistan. *Global Journal of Management and Business Research: Administration and Management*, *14*(6), 41–46.

Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of Vocational Behavior*, *119*, 103435. https://doi.org/10.1016/j.jvb.2020.103435

Staneva, A., Carmignani, F., & Rohde, N. (2022). Personality, gender, and age resilience to the mental health effects of COVID-19. *Social Science & Medicine*, *301*, 114884. https://doi.org/10.1016/j.socscimed.2022.114884

Sujadi, E., Fadhli, M., Indra, S., Kamil, D., Ridha DS, M., Yandri, H., & Juliawati, H. (2020). Does COVID-19 significantly affect the quality of life? The impact analysis of COVID-19 on work, financial, quality of worship, emotional and social aspects. *Proceedings of the 5th NA International Conference on Industrial Engineering and Operations Management Detroit*. http://ieomsociety.org/detroit2020/proceedings/

Sujadi, E., Fadhli, M., Kamil, D., DS, M. R., Sonafist, Y., Meditamar, M., & Ahmad, B. (2020). An anxiety analysis of

educators, students and parents facing the new normal era in education sector in Indonesia. *Asian Journal of Psychiatry*, *53*. https://doi.org/10.1016/j.ajp.2020.102226

Sujadi, E., Fadhli, M., Meditamar, M. O., Kamil, D., Jamin, A., Yandri, H., & Indra, S. (2021). Generalized anxiety disorder associated with individual work performance of Indonesian medical personnel during COVID-19 outbreak. *International Journal of Public Health Science (IJPHS)*, *10*(1), 207–214. http://doi.org/10.11591/ijphs.v10i1.20633

Tan, W., Hao, F., McIntyre, R. S., Jiang, L., Jiang, X., Zhang, L., Zhao, X., Zou, Y., Hu, Y., Luo, X., Zhang, Z., Lai, A., Ho, R., Tran, B., Ho, C., & Tam, W. (2020). Is returning to work during the COVID-19 pandemic stressful? A study on immediate mental health status and psychoneuroimmunity prevention measures of Chinese workforce. *Brain, Behavior, and Immunity*, *87*, 84–92. https://doi.org/10.1016/j.bbi.2020.04.055

Tanoue, Y., Nomura, S., Yoneoka, D., Kawashima, T., Eguchi, A., Shi, S., Harada, N., & Miyata, H. (2020). Mental health of family, friends, and co-workers of COVID-19 patients in Japan. *Psychiatry Research*, *291*, 113067. https://doi.org/10.1016/j.psychres.2020.113067

Wang, C., Pan, R., Wan, X., Tan, Y., Xu, L., McIntyre, R. S., Choo, F. N., Tran, B., Ho, R., Sharma, V. K., & Ho, C. (2020). A longitudinal study on the mental health of general population during the COVID-19 epidemic in China. *Brain, Behavior, and Immunity*, *87*, 40–48. https://doi.org/10.1016/j.bbi.2020.04.028

WHO. (2020). Mental health and psychosocial considerations during COVID-19 outbreak. *World Health Organization*, *January*, 1–6.

Woo, J.-M., Kim, W., Hwang, T.-Y., Frick, K. D., Choi, B. H., Seo, Y.-J., Kang, E.-H., Kim, S. J., Ham, B.-J., Lee, J.-S., & Park, Y. L. (2011). Impact of depression on work productivity and its improvement after outpatient treatment with antidepressants. *Value in Health*, *14*(4), 475–482. https://doi.org/https://doi.org/10.1016/j.jval.2010.11.006

Yozgat, U., Yurtkoru, S., & Bilginoğlu, E. (2013). Job stress and job performance among employees in public sector in Istanbul: Examining the moderating role of emotional intelligence. *Procedia Social and Behavioral Sciences*, *75*, 518-524. https://doi.org/10.1016/j.sbspro.2013.04.056