

# Quality of Work Life Divorced Female Civil Servant Teacher

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**Abstract.** The phenomenon of divorce among female civil servant teachers in various regions in Indonesia has increased, especially in the last 3 years. The impact of the divorce causes stress on the divorced female civil servant teachers. Divorced female civil servant teachers are required to adapt to all changes because of divorce as well as to maintain their work performance and productivity as civil servants. Although the impact of divorce can be positive because it releases the teacher from sources of stress that may be caused by the accumulated conflict of husband-and-wife relations, research shows that divorced female civil servants still need adjustment that takes time. During the adjustment process, female civil servant teachers continue to feel the effects of stress such as fatigue, emotional burden and burn out as the result of the changes that occur. This will allow the appearance of absenteeism, late work, and other problematic behaviours at work. Quality of Work Life (QWL) as an effort from the Government, namely the organization where female civil servant teachers work is needed so that the performance and work productivity of divorced civil servant female teachers can be maintained.

**Keywords:** Divorce, Job Satisfaction, Job Productivity, Job Performance, Stress, Quality of Work Life.

## 1 Introduction

The phenomenon of divorce stands out among female civil servant teachers in Indonesia in various regions. Pikiran Rakyat, November 21st, 2021, stated that the divorce rate for civil servants in West Bandung was high and dominated by female civil servant teachers. In the Antara West Sumatra media, August 30th, 2019, was reported that the high divorce rate for civil servants in Padang was also dominated by divorces from female teachers. The phenomenon of increasing divorce and being dominated by female civil servant teachers will also occur in 2020 and 2021 in Riau Province, especially divorce data for high school and vocational teacher employees in Riau province. Staff of the Regional Personnel Agency (BKD) in the Supervision and Discipline section in Riau Province said that in 2020 there were 28 divorce cases that had been granted divorce permits and in 2021 until early November 30 divorce cases had been submitted to the religious court. In those two years, the number of female teachers who filed for divorce dominated divorce cases [1]. Stated that divorce still ranks highest as a stressful life event compared to other events according to research by [2], [3]. The event of a divorce can be a traumatic event for the party undergoing it. Divorced people face various psychological problems including increased stress, low life satisfaction,

depression, increased health complaints and even fatal risks if the consequences of these problems are not resolved. This was stated by Vitelli in Psychological Today, July 13th, 2015.

The divorce experienced by this female civil servant teacher is a source of stress that can increase psychological pressure and decrease mental health which can be detrimental. Divorced female civil servant teachers will be pressured to adapt to the changes that result from divorce. They will mobilize their personal, economic, spiritual resources to deal with stress which will later determine the impact of divorce on them [4].

Divorce stress is stress caused by pressure to adjust to the effects of divorce. Divorce stress on female civil servant teachers has the potential to affect the performance of divorced civil servant female teachers. Female civil servant teachers as professional teaching staff are required to meet the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students as described in Law No. 14, 2005. Stress can reduce the performance of female civil servant teachers in carrying out their roles as a professional. Many studies have proven that unresolved stress has a negative effect on performance. Stress has a negative effect on job satisfaction, meaning that with increasing stress, job satisfaction decreases, delays, and employee absenteeism increases. Stress is strongly associated with low work productivity [5].

The government as an organization that employs civil servants must ensure that divorced female civil servant teachers can still carry out their duties in accordance with the organization's targets. Civil servants as State Civil Apparatus are currently required to develop to achieve individual, organizational/state and community goals [6]. The government demands that divorced female civil servant teachers can still perform well. Therefore, the Government needs to make efforts to empower divorced civil servant female teachers so that they can still show performance that is in accordance with the demands of their position while ensuring the effectiveness of organizational performance. These efforts are called Quality of Work Life hereinafter abbreviated as QWL.

Currently, QWL is becoming a concept that is increasingly accepted by workers and companies, especially as a concept that discusses organizational methods to ensure the holistic well-being of an employee, not just focusing on work-related aspects [7]. In a divorced condition, female civil servant teachers need a supportive QWL to ensure their holistic well-being is met so that they can maintain their performance in line with organizational targets.

Based on a journal review of research results on QWL in Indonesia and abroad, the authors have not found any research that specifically examines the role of QWL on the performance of divorced employees, whether as state civil servants or not. Therefore, this paper aims as a first step to inspire the emergence of research on QWL that is useful for the government to ensure that divorced female civil servant's teachers can still perform well.

## **2 Literature Review**

### **2.1 Impact of Divorce on Divorced Female Civil Servant Teachers**

Divorce will be a stressor because changes because of divorce pressure female civil servant teachers to adjust to all changes. Divorced female civil servant teachers play the role of single parents, namely mother and father to their children and the role of an employee. They act as the head of the family as well as work as civil servants, potentially experiencing stress that comes from the conflict between managing family affairs and work related to divorce matters. They have the potential to experience work-family conflict, namely bi-

directional conflict including both work interfering family conflict (WIF) and family interfering work conflict (FIW) [8]. In this situation, divorced female civil servant teachers experience pressure to meet commitments in family matters and this pressure also increases difficulties in overcoming and fulfilling work commitments (Boyar et al. 2003; Greenhaus & Beutell 1985 in [9]). Work-Family conflict is associated with reduced life satisfaction and job satisfaction (Alam & Mohammad 2010 in [9]). A meta-analysis has confirmed that conflict between work and non-work life is associated with impaired psychological well-being and other negative outcomes (Allen et al., 2000 in [10]).

Personally, divorce can cause female civil servant teachers to interpret themselves as less meaningful and worthy in their relationships with other people [11]. Changes as a result of divorce cause stress, because it affects a new identity as a widow, emotional well-being, and a new lifestyle in general (Hetherington and Kelly, in [4]). This female civil servant teacher is very likely to experience intense internal discomfort due to conflict and loss of previously socially constructed positive self-image.

The conflicts faced by divorced civil servant female teachers may persist for years and cause the stress of divorce to persist. Divorce stress produces negative emotions that are found to be correlated with psychological health and to some extent correlated with physical pathology, decreased well-being, decreased immune defences, and decreased life expectancy (Gross & Barrett, 2013; Kiecolt-Glaser & Newton, 2001 in [12]). Divorced female civil servant teachers have the potential to show problems in physical health, decline in mental health such as depression and anxiety, difficulty focusing on tasks and more seriously can affect the emergence of burn out, which will ultimately affect job satisfaction. These health problems occur through patterns of physiological, emotional, behavioral and cognitive processes (Jennings, 2008; Muda, Schieman & Milkie, 2013 in [13]).

The adjustment perspective on divorce stress raises two models, namely the crisis model and the chronic stain model. The crisis model says that the adverse effects of divorce are temporary and that divorcees generally adapt well psychologically to their divorce over time. Chronic stain model, says that divorced people experience chronic stress over time which can lead to decreased psychological well-being and adaptation over time (Amato, 2000 in [1]). Based on these two models, the authors conclude that divorced female civil servant teachers still need adjustment that takes time. During the adjustment process, female civil servant teachers continue to feel the effects of stress such as fatigue and emotional burden because of the changes that occur. As a result, they can take a short time, but it can also take a long time, so the stress lasts a long time. (Amato, 2000; Dalton et al, 2003; Kołodziej-Zaleska & Przybyła-Basista, 2016; Symoens et al, 2013 in [1]). Exposure to prolonged personal stress negatively affects employees health outcomes (Burke & Greenglass, 2007; O'Donovan et al., 2013; Young et al., 2013 in [13]). If stress persists for a long time, divorce burn-out may occur, which will show decreased vitality (i.e., fatigue), decreased coping abilities (i.e., decreased self-efficacy), and release due to emotional tension [1]. If the process of adjusting female civil servant teachers to divorce lasts a long time, then the chances of them experiencing burn out are also high. When female civil servant teachers experience burnout, they have the potential to display behaviours that are detrimental to their performance, such as not coming to work or being late and possibly other behavioural problems.

The impact of divorce is indeed very likely to be positive on one or both parties who are divorced because it is considered a release from accumulated conflict or from stress in marriage. However, any divorce still requires adjustment on all sides and takes time to work out before their lifestyle becomes more stable. Although there is a great deal of individual variation, it takes most adults about two or three years to adapt to the changes inherent in

ending a marriage and establishing a new, stable lifestyle as a single adult and often as a single parent [4].

## **2.2 Quality of Work Life (QWL)**

The use of the term quality of work life (Quality Work of Life or QWL) was originally found in the literature written by [14], in which it was explained that QWL is a measure of the ability of an organization in its efforts to meet the basic personal needs of all its members, in the form of providing meaningful opportunities and experiences in the workplace. Then there is a view that says that the concept of QWL can be understood from two views. Walton says there are individual (subjective) and organizational (objective) points of view, in Martel and Dupuis (2006). According to [15] QWL can be viewed as an objective and practical condition of the organization (promotion policies, supervision, employee involvement and employee working conditions) and as employees' perceptions of whether they feel safe and relatively satisfied and experience work life balance at work. As a result, understanding of the concept of QWL varies depending on the chosen point of view. Some people see it as a concept of democracy in the industrial world, while others see it as an increase in the psychological aspects of work to increase productivity (Secapramana et al., 2020).

The view that QWL focuses on the organization's efforts to meet the needs of employees, saying that a work environment capable of meeting the personal needs of employees is considered to have a positive interaction effect, which will lead to excellent QWL (Hackman and Oldham's (1980), in [10]. While Heskett, Sasser and Schlesinger (1997), in [10] define QWL as the feeling that employees have towards their work, colleagues and organization that will determine the growth and profitability of the organization. A good feeling for their work means that employees feel satisfied doing work that will lead to a productive work environment. After all, in general QWL aims to meet the job satisfaction of employees and increase the effectiveness of the organization.

By understanding QWL as a multi-dimensional and complex concept, the authors conclude that QWL is an organizational effort to increase employee job satisfaction while increasing organizational effectiveness. Both points of view are important to study to conclude how QWL occurs in divorced civil servant female teachers. QWL on divorced civil servant female teachers can be an objective and practical condition from the government and is the perception of female civil servant teachers about whether they can feel safe and relatively satisfied and experience work-life balance during the adjustment period to divorce [15]. QWL for divorced civil servant female teachers needs to be considered to ensure the effectiveness of the government. QWL on divorced civil servant female teachers facilitates a better life both at work and at home to increase organizational effectiveness [7].

QWL has become a prerequisite for organizations to ensure that human resources in the organization have carried out their duties effectively and wholeheartedly [16]. Divorce stress conditions on divorced civil servant female teachers require the government to increase QWL in the organization so that employees have a pleasant work experience and are satisfied with their work. This will improve their performance and lead to the success of the Government [16].

The government as an organization seeks to meet the personal needs of female civil servant teachers by helping divorced female civil servant teachers cope with the stress of divorce. Good QWL in the workplace can reduce stress levels in the workplace, increase

productivity and loyalty to the organization (QWL Survey, 2007 according to [17]. The QWL of divorced civil servant female teachers will increase their job satisfaction and performance in the adjustment period to divorce [18]. Better QWL in divorced civil servant female teachers will increase their job satisfaction and performance [19]. The government needs to pay attention to QWL for divorced civil servant female teachers, mostly focusing on ways to improve working conditions so that their personal needs to quickly adjust to divorce can be met effectively [18]. With a supportive QWL, stress because of divorce can be overcome by divorced civil servant female teachers so that they can continue to perform well.

[20] said that QWL is different from job satisfaction, but QWL also determines job satisfaction. According to [21], QWL is not synonymous with job satisfaction, but satisfaction in experience in the workplace contributes to satisfaction in other life domains. QWL is very important to fulfil because there is a lot of evidence from research that states that employees who have sufficient job satisfaction will be productive at work to display good performance [21]. The author cites several conclusions of studies that examine the effect of QWL on job satisfaction, work productivity, and employee performance in Indonesia, namely:

- a. There is a significant and positive correlation between QWL and Job Satisfaction, an increase in QWL means job satisfaction will also increase significantly [22].
- b. There is a positive and significant effect of QWL on job satisfaction. If QWL increases, then the work discipline and job satisfaction of civil servants in the city of Bandung will increase [23].
- c. 3. [14] says that there are quite a number of studies examining the quality of work life, and the results of studies that correlate QWL variables with other variables are almost entirely correlated or have an influence, for example QWL research with work motivation and employee satisfaction [24], [25] which proves that there is a correlation between the QWL component and work motivation; then research conducted proves that QWL has an influence on performance.
- d. QWL has a positive and significant relationship with the productivity of Arubaito employees at Yukiguni Maitake Agribusiness Company, Co, Ltd Honsa Unit [26].
- e. QWL has a direct positive effect on productivity. QWL that is conducive to increasing the work productivity of Regional I Senior High School teachers in East Jakarta [27].
- f. QWL has a positive effect on employee job satisfaction. the higher the QWL applied by Swastika Bungalows Sanur, the higher the job satisfaction felt by employees [28].
- g. QWL and workload simultaneously have a significant effect on employee job satisfaction at the Port Authority and Class II Kijang Port Authority [29].
- h. QWL has a positive and significant effect on job satisfaction of KPP Madya Semarang employees. QWL has a positive and significant effect on the performance of KPP Madya Semarang employees. Job satisfaction mediates the effect of QWL on employee performance [30].
- i. QWL does not have a significant impact on employee performance directly, but QWL influences employee performance with job satisfaction as an intervening variable.

Based on the results of the research mentioned above, the authors conclude that Quality of Work Life can directly affect performance, job satisfaction and work productivity. QWL can also not have a direct effect on performance, but QWL influences performance through job satisfaction as a mediator variable and through job satisfaction as an intervening variable.

The nine studies on QWL above use different models to determine the dimensions of QWL. Dimensions of QWL in divorced civil servant female teachers have not been found because there is no research on QWL in divorced civil servants and non-civil servants. The author suggests using the QWL dimension referring to the European Foundation for the

Improvement of Living and Working Conditions [31] which has used the QWL dimension extensively in studies. According to [10] these dimensions are precise and reliable in the Asian context and are specifically used in Malaysia by [10]. The dimensions of QWL selected are health and well-being, job security, job satisfaction, competence development and the balance between work with non-work life.

Health and well-being of QWL refer to physical and psychological aspects of an individual in any working environment. Job security of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Job satisfaction of QWL represents as an employee's level of positive effect towards job or job situation that enhances QWL. Competence development is operationalized as the nature of the job that provides opportunities and stimulates growth in skills and knowledge either for career or organizational development. The balance between work non-work life is a major component of QWL, which is important for both the employees and the employers. The existing low level of organizational support with increase in work-life conflict provides the risk of lower QWL.

### **3 Summary**

Divorce stress on female civil servant teachers is a problem for the government because it can reduce the efficiency of the government's work. One of the consequences of divorce stress that cannot be overcome is declining physical and mental health conditions and symptoms of burnout which can result in workers leaving the workplace, often being late, often absent, and having less time to work. This causes the performance of employees will not be able to meet organizational performance targets.

Divorced female civil servant teachers need time to adjust and will inevitably be affected by the divorce. The time to adjust to the effects of divorce varies, generally 2 to 3 years. Divorced civil servant female teachers are required to be able to adapt to the changes caused by divorce while at the same time being able to maintain performance in accordance with government demands. This condition has the potential to cause stress which if not overcome, female civil servant teachers have the potential to experience negative effects from stress, such as negative emotions, decreased vitality levels due to continuous fatigue (burn out), decreased ability to cope with stress or decreased self-efficacy. decreased physical health. These conditions have the potential to trigger absenteeism at work, high employee absenteeism and job dissatisfaction. Furthermore, this will reduce productivity and reduce the performance of female civil servant teachers.

Divorce conditions can be different for everyone. There are individuals who feel free from the accumulated conflict during marriage, free from sources of stress, and there are those who are not ready for divorce. However, every divorced female civil servant teacher will still face work-family conflict and internal conflicts related to her self-concept, emotional well-being, and a new lifestyle in general. Divorced civil servant female teachers are required to be able to overcome their conflicts so that they do not last long in stress due to unresolved conflicts. As adults, female civil servant teachers need about two or three years to adapt to the changes that result from divorce. The sooner a female civil servant teacher can adjust to changes because of divorce, it can be expected that they will avoid stressful conditions and the possibility of burn out which ultimately accelerates them to be able to organize their personal and work lives.

QWL has been shown to affect employee job satisfaction, performance, and productivity. Fulfilling the factors that make up QWL can be expected to be a factor that helps female civil servant teachers increase job satisfaction, work performance and productivity. Especially for newly divorced female civil servant's teachers, for two or three years, through a good QWL, divorced female civil servant's teachers are helped to increase their job satisfaction, improve their health and work-life balance. Good QWL on divorced civil servant female teachers is expected to lower their stress. Thus, divorced civil servant female teachers will be able to maintain their performance as professional teachers.

If the government as an employer organization can meet the significant factors in QWL for divorced female civil servant teachers, then divorced female civil servant teachers will be able to cope with the stress of divorce more quickly. Divorce stress on divorced civil servant female teachers will be reduced, furthermore job satisfaction, work productivity and performance of divorced civil servant female teachers can be maintained.

#### 4 Suggestion

The author expects the development of this literature study in the form of special research on divorced female civil servant teachers in various regions to identify QWL factors that affect their performance. Thus, even though female civil servant teachers are experiencing divorce stress, they do not experience prolonged stress that makes their performance decline so that the effectiveness of the Government's performance can be maintained.

Other factors that are suggested to be investigated:

- a. Other factors that accelerated the adjustment process for divorced female civil servant teachers in various regions
- b. How is QWL based on the perception of divorced female civil servant teachers in various regions and how their performance is to be used as input for the Government.
- c. The QWL of the institution where the female civil servant teachers work as a direct work environment can be used as the focus of research.

Practical advice to the Government as an organization:

Ensuring the achievement of good QWL for divorced female teachers in various regions in Indonesia to help them cope with the stress of divorce so that the performance of divorced female civil servant's teachers can be maintained.

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