

Journal of Global Business and Management Review
e-ISSN: 2685-3426
https://journal.uib.ac.id/index.php/jgbmr/

WORK STRESS AND ITS IMPACT ON ADMINISTRATIVE EMPLOYEES IN A LOGISTICS SERVICE COMPANY IN GRESIK REGENCY

Gadis Nur Safitri[1*], Maulidyah Amalina Rizqi[2]
[1,2] Management, Muhammadiyah University of Gresik, Indonesia

Article's Information

DOI:
10.37253/jgbmr.v7i2.11554

e-ISSN:
2685-3426

EDITORIAL HISTORY:
SUBMISSION: 2025-09-26
ACCEPTED: 2025-12-31

CORRESPONDENCE*:
safitrigadistugas29@gmail.com

AUTHOR'S ADDRESS:
Jl. Sumatera No. 101, Gresik Kota Baru (GKB), Randuagung, Kebomas District, Gresik Regency, East Java 61121, East Java, Indonesia.

ABSTRACT

This study is motivated by the increasing work pressure faced by administrative employees in logistics companies, where excessive workloads, tight deadlines, and system disruptions have become critical issues that threaten both employee well-being and operational accuracy. This study aims to analyze the causes, forms, and impacts of work stress among employees in a logistics service company in Gresik Regency. The research involved four informants consisting of the Head of HRD and three administrative employees selected through purposive sampling based on stress indicators. Using a descriptive qualitative method, data were collected through in-depth interviews and direct observation. The findings show that excessive workload, simultaneous arrival of multiple ships, multitasking beyond primary duties, system errors, and tight reporting deadlines are the main triggers of work stress. The forms of stress appear in physical fatigue, emotional tension, reduced concentration, and declining motivation. Work stress negatively affects accuracy, productivity, and employee discipline. The study concludes that improving workload management, increasing staffing, and implementing structured stress-management programs are essential to reduce work stress.

Keywords: *Work Stress, Employee Performance, Logistics Company*

INTRODUCTION

Work stress has become one of the most critical issues affecting employee well-being and organizational performance in today's dynamic and competitive business environment. Previous studies have extensively examined work stress in manufacturing, banking, and service sectors, identifying excessive workload, role ambiguity, leadership pressure, and insufficient organizational support as dominant stressors. However, limited attention has been given to the logistics sector, particularly administrative functions that operate under high accuracy demands, strict time constraints, and fluctuating operational volumes. This gap is significant, as logistics operations require continuous data processing and real-time coordination, making administrative employees especially vulnerable to work stress when job demands exceed available resources.

In the context of logistics service companies in Gresik Regency, this study addresses that gap by focusing on empirical evidence from administrative employees who directly experience operational pressure. Based on in-depth interviews and field observations, work stress was critically triggered by excessive workload during simultaneous ship arrivals, tight reporting deadlines, multitasking beyond primary job roles, and frequent system disruptions. These stressors were consistently reported by informants and observed during peak operational periods, indicating a structural rather than individual problem. The causes of work stress identified in this study can be systematically presented in thematic data categories, reflecting real workplace conditions rather than conceptual assumptions. Therefore, understanding work stress in this context is essential not only for protecting employee well-being but also for maintaining operational accuracy and organizational efficiency. This study aims to examine the causes, forms, and consequences of work stress among administrative employees in a logistics service company in Gresik Regency, contributing both empirical insights and practical implications for stress management in logistics organizations.

LITERATURE REVIEW

Work stress has been extensively examined in organizational and management studies due to its significant implications for employee well-being and organizational performance. Robbins (2006) defines work stress as a condition arising when job demands exceed an individual's capacity to cope, resulting in psychological and physiological strain. This perspective is reinforced by (Luthans, 2011), who emphasizes that prolonged exposure to stressful work environments weakens emotional stability and reduces employee resilience, particularly in high-demand industries. These foundational views position work stress as an interaction between individual capability and organizational demands.

Causes of Work Stress

The literature identifies excessive workload as one of the primary antecedents of work stress. In operational and service-oriented sectors, workload intensity, tight deadlines, and role overload significantly increase stress levels (Anderson, 2019; Siregar & Sembiring, 2022). In logistics operations specifically, fluctuating shipment volumes and rapid workflow cycles require employees to perform multiple tasks simultaneously, creating sustained pressure (Dewi, 2018). In addition to workload-related factors, technological disruptions have been widely recognized as organizational stressors. System errors, slow computer performance, and unstable

digital platforms hinder task completion and intensify time pressure, thereby exacerbating employee stress (Wibowo, 2019; Pratiwi, 2020).

Forms of Work Stress

Work stress manifests through various physical, emotional, and cognitive responses. Physically, employees may experience fatigue, headaches, and decreased stamina due to prolonged exposure to high job demands (Mangkunegara, 2013). Emotionally, stress is often reflected in irritability, tension, and withdrawal from social interaction in the workplace (Soelton, 2019). From a cognitive perspective, (Ivancevich & Matteson, 2007) explain that work stress impairs concentration, decision-making ability, and attention to detail, which are critical in administrative and logistics functions.

Impacts of Work Stress on Employee Performance

Prolonged work stress has been consistently associated with negative performance outcomes. Hasibuan (2016) and Tarmidi and Gustama (2020) argue that high stress levels reduce work accuracy, discipline, and productivity, while increasing the likelihood of errors and delays. In logistics environments, these impacts are particularly critical, as inaccuracies in documentation and reporting can disrupt operational flows and compromise service quality. Therefore, work stress should not be viewed solely as an individual psychological issue, but as an organizational problem that affects overall system performance.

In summary, the narrative literature demonstrates a structured relationship between the causes of work stress, its forms, and its consequences for employee performance. This framework provides a conceptual foundation for examining work stress among administrative employees in logistics companies, where workload fluctuations, multitasking demands, and technological constraints are inherent operational characteristics.

METHODS

The methods section outlines the procedures used in conducting this study and provides justification for selecting a descriptive qualitative approach, as recommended by (Perry et al., 2003). This approach was chosen because it allows researchers to explore employee experiences, perceptions, and stress-related behaviors in depth, particularly when the research aims to understand complex workplace phenomena rather than to generalize statistically. The methodological structure includes Sampling, Data Collection, and Measures to ensure clarity, reliability, and replicability.

Sampling

The target population consisted of employees working in a logistics service company in Gresik Regency, particularly those in administrative roles who experience fluctuating workloads related to shipment documentation, reporting tasks, and coordination with HRD. A purposive sampling technique was applied to select informants who could provide rich and relevant information regarding work stress. The decision to involve only four informants was based on the qualitative research principle of information-rich cases, where the depth and relevance of data are prioritized over sample size. In qualitative studies, a limited number of informants is considered sufficient when they possess direct experience with the phenomenon under investigation and when data saturation is achieved, meaning that additional interviews no longer yield new or significant information.

The criteria for selecting respondents were as follows: (1) employees occupying administrative positions directly involved in shipment documentation and reporting activities; (2) employees who routinely handle high workloads, especially during periods of simultaneous ship arrivals; (3) employees who have experienced work stress symptoms such as physical fatigue, emotional tension, or reduced concentration; and (4) managerial representation through the Head of Human Resource Development (HRD) to provide an organizational perspective on work stress management. Based on these criteria, four informants were selected, consisting of one Head of HRD and three administrative staff members. This composition allowed the study to capture both operational and managerial viewpoints, thereby enhancing the credibility of the findings.

Data Collection

Data were collected using two primary qualitative techniques:

1. In-depth interviews were conducted to explore informants' perceptions of work stress, sources of pressure, coping strategies, and the perceived impact of stress on work performance.
2. Non-participant observation was implemented to examine employees' workflow, interaction patterns, workload intensity, and responses to operational stressors during peak working periods.

These methods were selected to enhance the richness and accuracy of the data and to enable triangulation between interview results and observational evidence.

Measures

The study employed Miles and Huberman's interactive analysis model, which consists of three stages: data reduction, data display, and conclusion drawing. Analysis focused on identifying patterns related to stress causes, stress manifestations, and their impacts on employee performance. To ensure credibility and trustworthiness, the study applied source triangulation and member checking, allowing informants to review and confirm the accuracy of the interpreted data. These measures strengthened the validity and reliability of the findings and provided a transparent analytical framework for future research.

RESULTS

The results of this study summarize the qualitative data collected through in-depth interviews and non-participant observation. Although the template emphasizes descriptive and inferential statistical reporting, this study employs a descriptive qualitative design; therefore, the results are presented in the form of thematic findings supported by qualitative evidence. The reporting follows the American Psychological Association's general guideline (APA, 2001) that results must be presented systematically, transparently, and in a manner that allows readers to understand how conclusions were derived.

The results provide a thematic understanding of work stress experienced by administrative employees.

1. Causes of Work Stress

   Work stress was triggered by:

   a. Excessive workload, especially when multiple ships arrived on the same day.
   b. Multitasking beyond assigned job roles.
   c. System errors and slow computer performance.
   d. Tight reporting deadlines for daily and monthly reports.
   e. Limited number of employees relative to workload demands.
2. Forms of Work Stress

Stress manifested in the following ways:

a. Physical: fatigue, headaches, decreased stamina.
b. Emotional: irritability, tension, withdrawal from communication.
c. Cognitive: reduced concentration, difficulty focusing on detailed tasks.

3. Impacts of Work Stress

Work stress negatively affected employee performance through:

a. Increased errors in data input and documentation.
b. Slower task completion.
c. Reduced motivation and productivity.
d. Increased lateness and decreased discipline.

In addition to presenting thematic findings, the information collection process is also crucial in generating accurate data. Research information was obtained through in-depth interviews and non-participant observation conducted directly at the company premises. Informants were selected using a purposive sampling technique, based on indicators of work stress observed during initial observations and discussions with HR. From this process, the researcher identified four key informants: one Head of HR and three administrative staff with heavy workloads and direct involvement in data input, reporting, and operational coordination. The informants' identities included their job titles, primary duties, and length of service, providing a comprehensive overview of their experiences with work stress.

Interviews were conducted in stages throughout the research period from September to October 2024, with each session lasting between 30 and 60 minutes and adapted to the company's operational schedule. Observations were carried out during company operating hours over a two-week period to capture employees' daily work activities, particularly during peak operational conditions such as simultaneous ship arrivals and increased document volumes. The interview findings revealed that administrative employees experienced heightened work stress during these peak periods due to excessive workload, multitasking demands, and system disruptions. These conditions were also directly observed in the field, confirming that stressors reported by informants were embedded in daily operational practices. This finding is consistent with previous studies which indicate that workload intensity and time pressure are primary sources of work stress in logistics and administrative functions (Anderson, 2019; Dewi, 2018).

Furthermore, system delays and technical disruptions observed during data collection were found to intensify pressure on employees to meet strict reporting deadlines. Similar patterns have been documented by (Wibowo, 2019), who emphasized that technological constraints exacerbate stress by limiting employees' ability to complete tasks efficiently. The convergence between interview narratives, observational evidence, and prior empirical studies strengthens the credibility of the findings and demonstrates that the work stress experienced by administrative employees is not incidental but structurally driven. The integration of qualitative data with existing literature provides a more comprehensive understanding of work stress patterns within logistics service companies.

DISCUSSIONS AND CONCLUSIONS

The findings of this study offer meaningful contributions to the understanding of work stress in logistics environments, particularly within administrative roles. Rather than reiterating results, this section focuses on interpreting the broader implications of

those findings and situating them within existing theoretical and empirical research. The identification of excessive workload and fluctuating operational demands as major stressors reinforces previous studies suggesting that job demands significantly influence psychological strain (Robbins, 2006). In logistics settings, workload peaks-especially during simultaneous ship arrivals-intensify task complexity, demanding high accuracy and rapid processing. This aligns with (Anderson, 2019), who observed that operational volatility in logistics often leads to heightened employee tension. The emotional and cognitive symptoms identified, such as irritability and reduced concentration, are consistent with (Luthans, 2011), who emphasized the connection between environmental pressure and diminished psychological resilience.

These stress manifestations suggest that employees in high-demand roles may experience declining self-regulation capacity when exposed to prolonged operational strain. Furthermore, the impact of stress on performance particularly the decline in accuracy and discipline-parallels (Mangkunegara's, 2013) findings that prolonged stress undermines productivity and increases the likelihood of human error. This study expands on prior research by demonstrating how system disruptions, such as slow or malfunctioning digital systems, interact with workload demands to further amplify stress. Wibowo (2019) similarly pointed out that technological barriers can exacerbate operational stress in logistics organizations. Overall, the findings highlight the importance of structural support, workload planning, and technological reliability. The interplay between human and operational systems suggests that stress is not solely an individual psychological reaction but also a systemic issue requiring organizational intervention.

This study concludes that work stress among administrative employees in a logistics service company is triggered by the interaction of heavy workload, multitasking demands, technological disruptions, and strict deadlines. These stressors collectively shape employees' emotional, physical, and cognitive responses, which then influence performance outcomes such as accuracy, productivity, and discipline. Unlike the abstract, which provides a brief overview, this conclusion synthesizes the study's broader conceptual insights. The results highlight the need for organizations to adopt structured stress-management interventions, improve staffing distribution, and invest in reliable technological systems. By addressing these areas, companies can mitigate work stress and improve operational performance.

The limitations of this study-particularly the small sample size and single organizational setting-should be interpreted carefully. These limitations do not indicate methodological error but rather contextual boundaries that may affect generalizability. They suggest opportunities for future research to explore comparative settings, larger samples, or mixed-method approaches to strengthen empirical understanding. This study concludes that work stress among administrative employees in a logistics service company in Gresik Regency is primarily triggered by excessive workload, multitasking demands, system errors, and strict deadlines. The manifestations of work stress include physical fatigue, emotional strain, and cognitive disruption, which subsequently reduce accuracy, productivity, and discipline. The study recommends that the company implement structured stress-management strategies, improve workload

distribution, increase staffing, and develop supportive communication systems to reduce stress levels. These improvements are essential to ensuring long-term employee well-being and sustaining operational efficiency.

LIMITATIONS

This study is limited to one logistics company and involves only four informants, which may not fully represent wider industry conditions. Future research should consider larger samples and comparative studies across multiple logistics settings.

REFERENCE

Anderson, P. (2019). Workload dynamics and employee stress in logistics operations. Journal of Logistics Research, 12(3), 145–160.

Dewi, S. (2018). Time pressure and administrative stress in distribution companies. International Journal of Workplace Studies, 7(2), 66–78.

Hasibuan, M. (2016). The impact of stress on employee discipline and performance. Journal of Human Resource Development, 5(1), 21–30.

Ivancevich, J., & Matteson, M. (2007). Organizational stress: Studies in role conflict and role ambiguity. Academy of Management Review, 32(4), 765–778.

Luthans, F. (2011). Psychological well-being and stress resilience in high-demand workplaces. Journal of Organizational Psychology, 14(2), 112–126.

Mangkunegara, A. (2013). Work stress and productivity in operational industries. Journal of Management and Business, 10(1), 45–53.

Pratiwi, L. (2020). The relationship between stress and administrative performance in service sectors. Indonesian Journal of Management Studies, 18(4), 201–215.

Robbins, S. (2006). Job demands and employee stress: A modern analysis. Management Science Review, 14(3), 120–134.

Soelton, M. (2019). The influence of occupational stress on employee discipline. International Journal of Business and Applied Psychology, 3(1), 45–59.

Siregar, F., & Sembiring, R. (2022). Factors influencing work stress in industrial organizations. Journal of Human Capital, 9(2), 78–91.

Tarmidi, R., & Gustama, H. (2020). Stress and performance analysis in administrative roles. Journal of Business Administration Research, 5(2), 98–110.

Tulus, V., Naharia, M., & Kapahang, G. (2023). Employee stress factors in banking institutions. Journal of Workplace and Management Studies, 11(2), 132–148.

Wibowo, H. (2019). Managing stress in logistics operations: A structural approach. International Journal of Industrial Management, 6(3), 177–189.