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## Quantitative Research Article

### THE RELATIONSHIP BETWEEN STRESS LEVELS AND THE PERFORMANCE OF ADMINISTRATIVE STAFF AT HOSPITAL X IN 2025

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#### Abstract

**Background/problem:** *Stress is a human response physically and emotionally (mentally or psychologically) to changes in their environment that require adaptation. Employee performance decreases due to stress.*


**Objective/purpose:** *The purpose of this study was to determine the relationship between stress levels and the performance of administrative employees working at Hospital X, the relationship between age, gender, and length of service and employee performance.*

**Design and Methodology:** *The research method used was quantitative with a cross-sectional study design carried out at one point in time, namely May to June 2025, with 110 respondents. The data that has been collected uses the Perceived Stress Scale (PSS-10) as a stress level and adopts the employee performance questionnaire that has been used by Luh Vita Dwi Widhyaswari (2021). Data analysis was carried out using univariate and bivariate analysis using the chi-square test for the relationship between variables.*

**Results:** *The results in this study have a significant relationship between stress levels and employee performance (p value 0.029), but for individual factor variables there is no significant relationship. It can be concluded that stress can have an impact on employee performance and the level of stress experienced by administrative employees is dominated by high stress.*

**Conclusion and Implications:** *The study revealed a significant association between stress levels and employee performance, indicating that higher stress negatively impacts productivity, while individual factors were not significantly related. This suggests that the hospital should implement effective stress management initiatives and foster a more supportive work environment to optimize performance, particularly among administrative staff who are predominantly experiencing high levels of stress.*

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## Introduction

It is widely known that technology continues to develop rapidly over time. Humans face various challenges in their lives that can lead to emotional and physical stress. Similarly, this occurs when someone becomes an employee in a workplace or company. Activities, workload, and even work planning can be one of life's challenges. Not only workplace pressures, but also challenges in family and social

environments can be sources of fear. The impact of stress among employees affects their performance. Performance can also be defined as the result of work achieved by a person who is employed as an employee in relation to the tasks assigned by their superior (Ginting et al., 2019). Stress is a human response both physically and emotionally (mentally or psychologically) to changes in their environment that require adaptation (Kemenkes, 2024). Stress is an internal condition arising from physical (body), environmental, and social demands, and can be harmful as well as manageable (Lantara & Nusran, 2019). This condition is a disorder that must be addressed before the sensation occurs, as stress can prevent a person from completing their work (Permatasari & Prasetyo, 2018). According to the Ministry of Research and Technology (Kemenristek), 55% emphasized a very high stress level of 0.8%, and in addition to that, mild stress was observed in 34.5% (Nasrullah et al., 2021).

Due to stress, employee performance can be affected. A study conducted in Rawalpindi and Islamabad, Pakistan (Saleem et al., 2022) states that one of the causes of decreased performance is the thought of leaving the job. According to (Adam et al., 2024), the stress experienced by employees is a practical pressure that will certainly lead to losses for the organization because performance decreases and ultimately results in a fatal impact on the company. Therefore, companies must be cautious in building a solid workforce and supporting better employee performance, particularly through effective teamwork.

In relation to effective teamwork, previous research by Aldrie Athala Nadif and Prasetyo Kurniawan (2024) found that employees at Samsat Serpong, South Tangerang, experienced work stress due to excessive workload, tight deadlines, overtime beyond working hours, personal issues, and even the habit of leaving the office before working hours ended. These factors disrupted work efficiency and damaged the employees' professional image (Nadif & Kurniawan, 2024).

Another study by Suci Cahayu (2019) at Dr. Pirngadi Regional Hospital in Medan also reported that work stress was caused by the shift work system. The study found that 32 employees had low stress, 112 had moderate stress, and 18 had high stress levels. There was a significant association between the shift system and work stress levels (Cahayu, 2019). Furthermore, Aisya Putri Hariantika (2023) conducted a study on work-related stress among administrative staff at Eria Hospital in Pekanbaru. Of the 36 respondents, 7 employees with 0–5 years of experience experienced stress, and 14 did not. For those with 6–10 years of experience, 11 experienced stress and 4 did not. Based on work shifts, 10 morning shift workers experienced stress, 5 from the afternoon shift, and 3 from the night shift (Hariantika, 2023).

Another study by Rink and colleagues (2023) at Duke University School of Nursing, USA, showed that 49% of workers experienced job-related stress due to factors like high workload, lack of support, and management issues. Meanwhile, 32% experienced stress from personal life, and 19% from a combination of both. Overall, around 70% of healthcare workers experienced stress and burnout, which negatively impacts the quality of patient care (Rink et al., 2023).

Discussing the stress experienced by employees, similar issues are faced by the administrative staff at Hospital X Lippo Village, located in Karawaci, Tangerang City. This private facility is classified as a type B hospital. The administrative employees have been experiencing anxiety leading to work-related stress. Work stress is defined as a feeling of pressure suffered by employees in carrying out their job responsibilities (Sinambela, 2016).

There are several research gaps in this study, as previous studies have not thoroughly explored or discussed the relationship between stress levels and employee performance in depth. These gaps include differences in research locations and tools used. Based on these explanations, there are still many cases where employee performance is disrupted by stress. Therefore, in 2025, researchers at Hospital X intend to conduct a study on the performance of administrative employees in relation to stress levels.

## Methods

A quantitative approach with a cross-sectional study design was used in this research. This study aims to determine the relationship between the performance of administrative employees at Hospital X and their stress levels in 2025. This research was conducted from May to June 2025. The study took place in Lippo Karawaci, Jalan No. 6, Bencong, Klp. Dua District, Tangerang Regency, Banten 15810.

The population in this study consists of administrative employees at Hospital X in Tangerang City. There are 50 administrative employees in Building A and 70 administrative employees in Building B, selected using purposive sampling technique, with exclusion and inclusion criteria. The researcher used primary data, which was collected directly from the source by measuring employee performance and stress levels. For the stress level questionnaire, data were collected directly at the research site using the Perceived Stress Scale (PSS-10), previously used in a study by I Putu Bagus Arya Sudharma in 2023 (Sudharma, 2023) and there are 10 questions with 0 (very unsuitable), 1 (unsuitable), 2 (uncertain), 3 (suitable), 4 (very suitable). The employee performance questionnaire was adopted from a study conducted by Luh Vita Widhyaswari in 2021 with 8 questions with the same options (Widhyaswari, 2021).

Univariate analysis was used to examine, for univariate there are gender, age with the youngest being 20 years old and the oldest being 50 years old, last education, and length of service with 1-5 being new, 6-10 being intermediate, and 10 years and above being the longest. separately and describe their characteristics, focusing on stress levels and employee performance. Bivariate analysis was conducted using the Chi-square test with a 95% confidence level ( $\alpha = 0.05$ ) to assess the relationship between employee performance (dependent variable) and stress levels (independent variable). A significant relationship is indicated by a p-value less than 0.05, while a p-value greater than 0.05 suggests no significant association

## Results

Univariate analysis of 110 respondents showed that 60% had low performance and 40% had high performance. These findings align with a previous study by Andini et al. (2024), which states that continuous increases in demands to complete tasks assigned by supervisors lead to a decline in work performance. Completing these tasks often requires time, energy, and other resources. When the workload exceeds available resources, employee performance inevitably declines. Such challenges can weaken employee resilience and contribute to stress (Andini et al., 2024). On the other hand, a study conducted by Tamutuan et al. (2021) found that the performance of administrative employees can be disrupted due to the absence of recreational activities such as motivational training programs. Additionally, the work environment plays a significant role in influencing performance (Tamutuan et al., 2021). While 59.1% experienced high stress and 40.9% reported low to moderate stress. In the study by Yuyun et al. (2024), the stress variable showed a relatively high average score of 3.08, falling within the “moderately high” category. Common symptoms experienced by employees in the study included frequent physical fatigue, unexplained headaches, increased heart rate and blood pressure, and sleep disturbances (Yuyun et al., 2024). These findings align with the research by Chandra and Nursaina (2021), which noted that low to moderate stress levels can have a positive impact on performance, leading to ideal outcomes. Generally, employees tend to perform better and faster when they experience low stress. However, if administrative employees face high stress levels along with uncompleted tasks, their performance is likely to decline significantly (Chandra & Nursaina, 2021).

The individual characteristics of respondents were fairly balanced in terms of age (49.1% young and 50.9% older), Ukkas (2017) states that age significantly affects employee productivity or performance, as it is closely related to physical fitness. Older employees are generally less productive due to a natural decline in physical strength as they age (Ukkas, 2017). However, Zulkifli et al. (2019) argue that older

workers possess valuable experience and a work history that younger employees do not yet have (Zulkifli et al., 2019). With a higher proportion of females (61.8%) compared to males (38.2%). In terms of work tenure, 39.1% were categorized as new to mid-term employees, and 21.8% as long-term employees at Hospital X. In her study, Selvia Aprilyanti (2017) states that employees' skills and abilities should improve with longer tenure. Technical maturity develops through consistent experience in their profession. The length of time an employee works influences their proficiency in using tools and procedures. Factors such as duration of employment, knowledge, skill mastery, and familiarity with equipment determine whether an employee is considered experienced, making these factors important indicators of work experience (Selvia Aprilyanti, 2017).

**Table 1. Presentation of Employee Performance, Stress Levels, and Individual Factors**

Presentation of	n	%
<b>Employee Performance</b>		
Low	66	60.0
High	44	40.0
<b>Stress Levels</b>		
Low & Moderate	45	40.9
High	65	59.1
<b>Individual Factors</b>		
<b>Age</b>		
Young	54	49.1
Old	56	50.9
<b>Sex</b>		
Male	42	38.2
Female	68	61.8
<b>Employee Work Tenure</b>		
New Employees	43	39.1
Intermediate Tenure	43	39.1
Long-term Employees	24	21.8

*Description: n = number of samples/frequencies.*

Based on the bivariate analysis presented in Table 2, the proportion of employees with low performance was higher in the group with high stress levels, totaling 46 individuals (41.8%), compared to those with low to moderate stress levels, which totaled 20 individuals (18.2%). It was also found that employees with low to moderate stress levels showed a higher proportion of high performance, with 25 individuals (22.7%), while those with high stress levels only recorded 19 individuals (17.3%) with high performance. Moreover, it was observed that stress levels had a significant relationship with the performance of administrative employees, as indicated by a p-value of 0.010. The analysis also showed a Prevalence Odds Ratio (POR) of 0.330 with a 95% confidence interval (95% CI) ranging from 0.149 to 0.731. These results indicate that administrative employees with high stress levels are 0.330 times more likely to exhibit lower performance compared to those with low stress levels.

**Table 2. The Association Between Stress Levels and Administrative Employee Performance**

<b>Employee Performance</b>						
<b>Stress Levels</b>	<b>Low</b>		<b>High</b>		<b>Total</b>	
	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
Low & Moderate	20	18.2	25	22.7	45	40.9
High	46	41.8	19	17.3	65	59.1
<b>P-values</b>						<b>POR (95% CI)</b>
0.010						0.330 (0.149 – 0.731)

Referring to the results of the bivariate analysis presented in Table 10, a significant relationship was found between stress levels and the performance of administrative employees, as indicated by a p-value of 0.010.

These findings are consistent with a prior study by Kartika and Haryani (2018), which highlighted the close relationship between stress and performance in the workplace. When stress increases, employee performance tends to decline, and vice versa. Job responsibilities must be aligned with the employee's capabilities and stress levels. Therefore, to achieve good performance, employees need to develop the ability to manage their stress. Stress can lead to both positive and negative outcomes. Positive effects include improved motivation, enhanced creativity, increased effort, and inspiration to live a better life. On the other hand, negative effects of stress include aggression, anxiety, nervousness, heightened emotions, depression, and social withdrawal. Stress can be mitigated by each employee, and it is the responsibility of leaders to ensure the safety and comfort of the work environment and tasks assigned to employees (Kartika & Haryani, 2018). According to Suasnawa and Saputra (2018), workplace conflicts, heavy workloads, and other factors can lead to stress. As a result, individuals may experience unpleasant physical and mental symptoms (Suasnawa & Saputra, 2018).

### Limitations

One limitation of this study was the short data collection period provided by Hospital X, which allowed only 7 days. This time constraint required the researcher to work quickly to meet the sample target by repeatedly reminding employees to complete the questionnaire and seeking assistance from administrative supervisors. Additionally, the researcher was not permitted to document data collection activities to respect employee privacy and was only allowed to take photos of the hospital environment. The employees' busy schedules also caused delays in filling out the questionnaires, requiring multiple reminders from the researcher.

### Conclusion

The analysis revealed a significant relationship between stress levels and the performance of administrative employees, with a p-value of 0.010, indicating a high level of stress among employees at Hospital X. Demographically, most administrative staff were older (50.9%) rather than younger (49.1%), with a higher proportion of females (61.8%) compared to males (38.2%). In terms of work tenure, 39.1% were categorized as new or mid-term employees, while 21.8% had worked at the hospital for a longer period.

### Declarations

**Funding:** There's no funding source for this study.

**Conflicts of Interest:** Declare conflicts of interest or state "The authors declare no conflicts of interest."

**Ethical Approval Statement:** The study was conducted in accordance with the Declaration of Helsinki, and approved by Komite Etik Penelitian Kesehatan (KEPK) Universitas Prima Indonesia dengan Nomor Etik: 181/KEPK/UNPRI/IV/2025.



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