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The Influence of Occupational Stress on Work Productivity with Social Support as a Moderating Variable: A Case Study of Spx Express Luragung Hub

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Abstract: This research aims to analyze the effect of occupational stress on work productivity with social support as a moderating variable for SPX Express Luragung Hub employees. The dynamic and high-pressure logistics work environment has the potential to give rise to work stress which results in decreased productivity. The research used a quantitative approach with a survey method of 83 respondents using saturated sampling techniques. Analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The research results show that occupational stress has a negative and significant effect on work productivity ($\beta = -0.296$; $p < 0.05$). Social support was proven to significantly moderate this relationship ($\beta = 0.208$; $p < 0.05$), thereby weakening the negative impact of occupational stress. These findings emphasize the importance of managing occupational stress and strengthening social support in maintaining the productivity of logistics sector employees.

Keyword: Occupational Stress, Work Productivity, Social Support, JD-R Theory.

INTRODUCTION

The development of the digital industry and e-commerce in Indonesia over the past decade has driven rapid growth in the logistics and distribution sector. The surge in online transaction volumes has led to a spike in demand for shipping services that are fast, punctual, and accurate. This condition positions logistics companies as the backbone of the digital trade ecosystem. In this context, hub operations or sorting centers play a strategic role as the primary points for consolidation, processing, and distribution of packages across various regions.

SPX Express Luragung Hub is one such logistics operational unit that handles large-scale package distribution daily. Work activities within a hub environment are dynamic, repetitive, and demand high speed. Employees are required to complete sorting, loading, and delivery processes within tight deadlines and with maximum accuracy. Work pressure intensifies during peak seasons, such as major e-commerce promotions or national holidays, where package volumes can increase significantly within a short period.

Such working conditions have the potential to trigger intense and sustained occupational stress. Occupational stress arises when job demands exceed an individual's capacity to cope, both physically and psychologically (Zulkifli et al., 2019). From the perspective of Job Demands- Resources (JD-R) Theory, a work environment with high job demands-such as time pressure, heavy workloads, and strict performance targets-can trigger a health impairment process. This process is characterized by emotional exhaustion, decreased energy, impaired concentration, and ultimately, a decline in performance. (Bakker & Demerouti, 2016)

In the context of logistics operations, occupational stress impacts more than just the individual; it has direct implications for organizational performance. A lack of focus during the sorting process can increase the risk of distribution errors. Physical fatigue in couriers can reduce delivery speeds and increase the potential for workplace accidents. Furthermore, prolonged stress can potentially increase absenteeism and turnover rates, which ultimately disrupts the company's operational stability.

Theoretically, occupational stress has long been identified as a primary factor affecting productivity (Schaufeli & Taris, 2014). According to Stephen P. Robbins, "occupational stress is a dynamic condition in which an individual faces demands where the outcome is perceived as both important and uncertain. When stress is at a moderate level, individuals may still be motivated to perform better. However, when stress reaches a high level and persists continuously, its impact tends to be destructive to performance and productivity". (Robbins, S. P., & Judge, 2017)

Work productivity in the logistics sector relies heavily on the consistency of workforce performance. Productivity is measured not only by the quantity of output but also by the quality of work and the timeliness of task completion. Poorly managed psychological pressure can reduce precision, slow down work rhythms, and decrease operational efficiency. Thus, managing occupational stress becomes a crucial aspect of maintaining organizational productivity. (Sutrisno, 2022)

Nevertheless, theory and empirical research indicate that the negative impact of occupational stress is not always absolute. The presence of job resources can mitigate or weaken the adverse effects of stress. One of the most significant resources is social support. Social support can come from supervisors, coworkers, or an individual's social environment. Within the JD-R theoretical framework, social support functions as a buffering resource that helps individuals cope with work pressure and maintain psychological well-being. (House, 1983)

In an operational work environment like SPX Express Luragung Hub, social support can manifest as teamwork when facing spikes in package volume, open communication with supervisors, and solidarity among employees in completing tasks. Such support can create a sense of security, increase motivation, and strengthen an individual's resilience against work pressure (Halbesleben, 2011).

While various studies have discussed the relationship between occupational stress and productivity, most have been conducted in the manufacturing or corporate office sectors. Research within the context of modern logistics operations-characterized by fast-paced work, high mobility, and extreme time pressure-is still relatively limited, particularly in Indonesia. Therefore, there is a research gap that needs to be addressed: how occupational stress affects work productivity within a logistics hub environment, and to what extent social support can moderate that relationship.

Based on this background, this study aims to analyze the influence of occupational stress on the work productivity of SPX Express Luragung Hub employees, with social support as a moderating variable. This research is expected not only to provide an academic contribution to the development of human resource management literature but also to offer practical implications for company management in formulating occupational stress management strategies to maintain and improve sustainable productivity.

METHOD

This study utilizes a quantitative approach with an associative design, aiming to explain the causal relationships between occupational stress as the independent variable, work productivity as the dependent variable, and social support as the moderating variable (Sugiyono, 2022). The quantitative approach was chosen because the study focuses on objective hypothesis testing through statistical analysis, enabling the researcher to derive measurable and empirically testable conclusions. The research design is categorized as explanatory research, as it seeks to explain how and to what extent occupational stress affects work productivity, and how social support functions to weaken that relationship.

Data collection was conducted cross-sectionally, meaning data was gathered at a single point in time without experimental treatment of the respondents. The conceptual foundation of this research refers to Job Demands-Resources (JD-R) Theory, which posits that every job possesses demands and resources. High job demands have the potential to trigger stress and decrease performance through psychological exhaustion, while resources such as social support can act as a buffer that mitigates these negative impacts.

This theoretical framework serves as the basis for designing the research model and determining the direction of the relationships between variables. The population for this study consists of all active employees at the SPX Express Luragung Hub at the time of the study. The total population is 83 individuals, comprising riders, operators, drivers, security personnel, shift leads, and administrative staff. Given the relatively small population size and the accessibility of all members, this study employs a saturated sampling technique (census), in which the entire population is included as respondents.

Consequently, the sample size is equal to the population size ($N=83$). This technique aims to provide a comprehensive overview of occupational stress and work productivity within the hub's operational environment without sampling bias. The data used in this study consist of primary and secondary data.

Primary data were obtained directly through the distribution of questionnaires to all respondents. The questionnaires were designed based on theoretical indicators relevant to each research variable. Meanwhile, secondary data were sourced from company documents, academic literature, scientific journals, and references supporting the development of the theoretical framework and the discussion of findings.

The research instrument utilizes a five-point Likert scale, with response options ranging from "Strongly Disagree" to "Strongly Agree." This scale measures respondents' perceptions regarding statements related to occupational stress, work productivity, and social support. Occupational stress is measured through indicators of time pressure and work anxiety (Fields, 2002). Work productivity is measured through indicators of quantity of work, quality of work, and timeliness in task completion (Afandi, 2018). Social support is measured based on respondents' perceptions of emotional, instrumental, and informational assistance received from their social environment, including supervisors, coworkers, and family (Zimet et al., 1988).

Prior to the structural analysis, the research instrument underwent validity and reliability testing using the Partial Least Squares (PLS) approach. Validity tests ensured that each indicator accurately measures its intended construct. Convergent validity was assessed through outer loading values and Average Variance Extracted (AVE), while discriminant validity was tested using the Fornell-Larcker criterion and the HTMT ratio. Reliability was assessed by examining Cronbach's Alpha and Composite Reliability values to ensure internal consistency. Data analysis was performed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software. The PLS method was selected for its ability to test structural models with moderating variables, its lack of requirement for normal data distribution, and its suitability for relatively small sample sizes. The analysis proceeded in two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model evaluation ensures that the research constructs

possess adequate validity and reliability. The inner model evaluation tests the strength of the relationships between variables through the coefficient of determination (R^2), effect size (f^2), Variance Inflation Factor (VIF) values, and path significance testing using the bootstrapping procedure.

Hypothesis testing was conducted by examining t-statistics and p-values. Relationships between variables were declared significant if the p-value was less than 0.05 and the t- statistic was greater than 1.96 at a 95% confidence level. Through this approach, the study empirically explains the extent to which occupational stress influences work productivity and how social support plays a role in weakening that influence. The research was conducted at the SPX Express Luragung Hub from November 2025 to February 2026. Throughout the research process, the researcher adhered to strict research ethics principles by maintaining respondent anonymity, using data solely for academic purposes, and ensuring that participation was voluntary through prior informed consent.

RESULT AND DISCUSSION

1. Respondent Overview and Work Context

This study involved 83 active employees within the operational environment of SPX Express Luragung Hub. The work environment in a logistics hub is characterized by a fast-paced rhythm, high time pressure, intense physical mobility, and a demand for consistent accuracy. These conditions make occupational stress a relevant and strategic phenomenon for in-depth analysis.

Tabel 1. Respondent Characteristics

Characteristics	Frequency	Percentage
Age 20–30 years	37	44%
Age 30–40 years	43	51%
Age 40–50 years	3	4%
Male	82	99%
Female	1	1%
Rider	64	77%
Operator	10	12%
Driver & Others	9	11%
Length of Service 1–2 years	41	50%

Source: Processed Data, 2026

The majority of respondents are within the productive age range of 30-40 years and are dominated by the **rider** position (77%). This indicates that most respondents are directly involved in field distribution activities involving high time pressure and intense mobility. The relatively short length of service (1-2 years) also indicates that work adaptation may not yet be fully stable, making the potential for occupational stress more significant.

2. Evaluation of the Measurement Model (Outer Model)

The outer model evaluation was conducted to ensure that the constructs of occupational stress, work productivity, and social support were measured validly and reliably. (Ghozali, 2018)

1) Discriminant Validity

Tabel 2. Discriminan Validity-Fornell Larcker

Variable	Social Support	Work Productivity	Occupational Stress
Social Support	0.766		
Work Productivity	0.701	0.770	
Occupational Stress	-0.307	-0.480	0.754

Source: Processed Data, 2026

The social support variable exhibits a square root of AVE of 0.766, which is higher than its correlations with work productivity (0.735) and occupational stress (-0.307). These results indicate that the discriminant validity of the social support construct is satisfactory. Similarly, the constructs of work productivity and occupational stress also demonstrate adequate discriminant validity.

2) Construct Reliability

Tabel 3. Construct Reliability and Convergent Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Social Support	0.936	0.944	0.586
Work Productivity	0.914	0.929	0.593
Occupational Stress	0.930	0.940	0.568

Source: Processed Data, 2026

All variables have Cronbach's Alpha and Composite Reliability values above 0.90, indicating very high internal consistency. The **Average Variance Extracted (AVE)** for each variable is above 0.50, signifying that more than 50% of the indicator variance is explained by the construct (Hair et al., 2019). This confirms that the measurement instrument effectively represents the psychological pressure experienced by employees.

3. Evaluation of the Structural Model (Inner Model)

1) Coefficient of Determination (R-Square)

Tabel 3. R-Square Values

Dependent Variable	R2	R2 Adjusted
Work Productivity	0.631	0.617

Source: Processed Data, 2026

The R^2 value of 0.631 indicates that **63.1%** of the variation in work productivity is explained by occupational stress and social support. This is considered a strong value in organizational behavior research. (Hair et al., 2019)

2) Effect Size (f²)

Tabel 4. Effect Size Values

Relationship	f ²	Category
Occupational Stress → Productivity	0.215	Medium
Interaction (Support × Stress) → Productivity	0.169	Medium

Source: Processed Data, 2026

An f^2 value of 0.215 indicates that occupational stress has a medium effect on work productivity (Cohen, 1988). This implies that an increase in stress significantly decreases performance, though not to an extreme degree. Meanwhile, the moderating effect of social support, valued at 0.169, also falls within the medium category (Cohen, 1988). This suggests that social support possesses a tangible ability to weaken the negative impact of occupational stress, even if it does not entirely eliminate the influence. (Hair et al., 2019)

4. Pengujian Hipotesis

Testing was conducted using the **bootstrapping** technique in PLS-SEM. A hypothesis is accepted if the T-statistic > 1.96 and P-value < 0.05. (Hair et al., 2019)

Tabel 5. Bootstrapping Path Coefficient Results

Relationship	O	M	STDEV	T statistics	P-Value
Occupational Stress → Productivity	-0.296	0.207	0.072	4.084	0.000
Interaction (Support × Stress) → Productivity	0.208	0.201	0.057	3.628	0.000

Source: Processed Data, 2026

5. Comprehensive Discussion

1) Occupational Stress as a Determinant of Productivity Decline

The negative coefficient (-0.296) indicates that higher levels of occupational stress lead to lower work productivity. This relationship is statistically significant ($p < 0,05$), therefore, the first hypothesis is accepted.

From the perspective of Job Demands-Resources (JD-R) Theory, this phenomenon reflects the health impairment process, wherein excessive job demands deplete employees' psychological and physical energy. At the SPX Express Luragung Hub, occupational stress arises from:

- 1) Strict daily delivery targets;
- 2) Surges in package volume during peak seasons;
- 3) Sorting accuracy pressure;
- 4) Risks of accidents during distribution.

Sustained stress leads to:

- 1) Decreased focus and precision;
- 2) Physical fatigue;
- 3) Impaired concentration;
- 4) A decline in intrinsic motivation.

Operationally, these factors can increase the risk of distribution errors, delivery delays, and potential workplace conflict. These findings align with Stephen P. Robbins' view that excessive occupational stress is destructive to performance.

2) Social Support as a Buffering Effect

The positive interaction coefficient (0.208) indicates that social support is capable of weakening the negative impact of occupational stress on productivity. In practice, social support at the SPX Hub manifests as:

- 1) Team collaboration during workload overloads;
- 2) Mutual assistance among riders;
- 3) Coordination with shift leads;
- 4) Emotional support among peers

Employees who perceive high levels of social support demonstrate:

- 1) Better psychological resilience;
- 2) Stable motivation levels;
- 3) Higher adaptability.

These findings reinforce the buffering function explained within the Job Demands-Resources (JD-R) Theory.

3) Strategic Implications of Stress Management

The research findings indicate that occupational stress management is not merely an issue of employee welfare but a strategic necessity for enhancing organizational productivity. Management should:

- 1) Distribute workloads more equitably;
- 2) Enhance vertical communication (between leadership and staff);
- 3) Provide stress management programs;
- 4) Cultivate a supportive work culture.

Without proper intervention, occupational stress has the potential to undermine long-term operational stability.

6. Synthesis of Findings

The purpose of this synthesis is to integrate the entire empirical analysis into a cohesive framework of understanding regarding the relationship between occupational stress, social

support, and work productivity within a logistics hub's operational context. This synthesis goes beyond summarizing statistical results; it interprets the substantive meaning from theoretical, practical, and strategic perspectives.

1) **Occupational Stress as the Primary Determinant Variable**

Based on the structural model testing, occupational stress is proven to have a significant negative influence on work productivity. The negative path coefficient indicates that an increase in work pressure is directly followed by a decline in employee performance.

This finding confirms that occupational stress is not merely an individual psychological phenomenon but a structural factor that affects organizational output. In the context of logistics hub operations, occupational stress stems from a combination of several key demands:

- 1) High and daily delivery targets.
- 2) Surges in package volume during specific periods.
- 3) Demands for punctuality and sorting accuracy.
- 4) Physical pressure due to intense work mobility.
- 5) Risks of distribution errors that impact performance evaluations.

From the perspective of Job Demands-Resources (JD-R) Theory, these conditions reflect a dominance of job demands that are not fully balanced by job resources. This imbalance triggers a strain process that results in decreased energy, focus, and work motivation (Bakker & Demerouti, 2016). This synthesis demonstrates that higher intensities of work pressure without adequate management lead to:

- 1) Decreased work concentration.
- 2) Increased operational errors.
- 3) Reduced service quality.
- 4) Long-term burnout risks.

Thus, occupational stress in this study is categorized as a primary determinant influencing the stability of organizational productivity.

2) **The Role of Social Support as a Protective Mechanism**

Despite the negative influence of occupational stress, the results show that social support can weaken this impact through a significant moderating effect. This means that a supportive work environment can reduce the degree of performance impairment caused by work pressure.

Conceptually, social support acts as a buffering mechanism a factor that neutralizes the negative impact of stress on work outcomes. In operational practice, social support is reflected through:

- 1) Collaboration among employees during workload spikes.
- 2) Open communication between supervisors and subordinates.
- 3) Team solidarity in achieving targets.
- 4) Mutual assistance during overload conditions.

Employees who perceive high social support tend to possess stronger psychological resilience. They are able to interpret work pressure as a challenge to be overcome together rather than a debilitating individual burden. Theoretically, this function aligns with the buffer hypothesis in organizational psychology, which states that social support reduces the impact of stress on well-being and performance.

3) **Integration of Findings into the Conceptual Model**

By integrating all research results, the following conceptual understanding is formed:

- 1) Occupational stress directly decreases productivity.
- 2) Social support weakens the negative impact of occupational stress.

The balance between job demands and social resources is the key to sustainable performance. This model shows that work productivity is not only determined by technical factors like targets and work systems but is also heavily influenced by the psychosocial

conditions of employees. In a dynamic and high-risk logistics hub, productivity is the result of the interaction between work pressure and the quality of social relationships in the workplace.

4) Theoretical Implications

Theoretically, this study contributes to strengthening the relevance of the Job Demands-Resources Theory within the operational logistics sector. The findings confirm that:

- 1) Excessive work pressure without adequate support triggers performance decline.
- 2) Social resources serve as an essential balancing factor.

These findings expand the application of this theory to field-work contexts characterized by high mobility and strict time constraints.

5) Managerial and Strategic Implications

This synthesis indicates that occupational stress management must become a strategic organizational agenda. Management focus should not be limited to distribution targets but must also include the balance of workload and social support. Strategies to be implemented include:

- 1) Reconfiguring workload distribution during peak seasons.
- 2) Enhancing vertical and horizontal communication.
- 3) Providing stress management and employee well-being programs.
- 4) Strengthening a collaborative work culture.
- 5) Evaluating targets based on realistic capacities

Without structured intervention, occupational stress has the potential to become a latent risk that undermines long-term performance.

6) Final Synthesis

Overall, this study concludes that work productivity in an operational environment is inseparable from the psychological state of the employees. Occupational stress is proven to be the key variable affecting performance (Suryani & Maha Yoga, 2018), while social support functions as a protective factor that strengthens organizational resilience.

Therefore, the sustainability of productivity depends not only on operational systems and work targets but also on how the organization manages work pressure and builds a supportive social ecosystem. This synthesis affirms that the balance between demands and support is the core foundation for maintaining performance stability in high-intensity work environments.

CONCLUSION

Based on the results of the data analysis and the comprehensive discussion provided, this study yields several critical conclusions regarding the relationship between occupational stress, social support, and work productivity among logistics hub operational employees.

First, this research proves that occupational stress has a significant negative influence on work productivity. This implies that higher levels of stress experienced by employees lead to a decline in productivity. Work pressures stemming from daily delivery targets, surges in package volume, punctuality demands, and high physical workloads are proven to contribute to decreased concentration, increased operational errors, and diminished work motivation. These findings confirm that occupational stress is not merely an individual psychological phenomenon but a determinant factor that directly impacts organizational performance achievements.

In an operational context characterized by a fast-paced rhythm and high time pressure, occupational stress has the potential to become a systemic risk if not managed appropriately. Such conditions can lead to physical and mental exhaustion, a decline in service quality, and the disruption of long-term performance stability. Consequently, controlling occupational stress is a strategic element in maintaining sustainable productivity.

Furthermore, this study finds that social support plays a significant role as a moderating variable in the relationship between occupational stress and work productivity. Social support

from both coworkers and supervisors is capable of weakening the negative impact of stress on productivity. A supportive, collaborative, and communicative work environment is proven to enhance employees' psychological resilience when facing operational pressures. Through team solidarity and open communication, work pressure can be perceived as a collective challenge to be overcome together, rather than a debilitating individual burden.

These findings indicate that work productivity is the result of an interaction between job demands and the quality of social support within the organizational environment. When high job demands are not balanced with adequate social resources, productivity tends to decline. Conversely, when social support is strong, the negative effects of occupational stress can be minimized, allowing performance to remain stable.

In summary, this study concludes that the balance between job demands and social support is a key factor in maintaining work productivity. Occupational stress is proven to be the primary variable affecting performance, while social support functions as a protective mechanism that strengthens organizational resilience.

The implications of these findings emphasize that organizational management must pay serious attention to occupational stress management through proportional workload distribution, improved internal communication, the strengthening of a collaborative work culture, and the provision of adequate psychosocial support. Such efforts contribute not only to employee well-being but also to the overall effectiveness and sustainability of organizational performance.

Ultimately, it can be affirmed that work productivity in an operational environment is not solely determined by work systems and distribution targets; it is heavily influenced by the psychological condition of employees and the quality of social interactions in the workplace. Structured occupational stress management and the strengthening of social support are fundamental strategies for creating a productive, resilient, and sustainable organization.

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