

The effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia Sidoarjo Regency

Pengaruh trust issues terhadap kecemasan dan stress pada pegawai di lingkungan Badan Pusat Statistik Sidoarjo

Erica Dwi Secilia^{1*}, Ghozali Rusyid Affandi¹, Royhan Faradis²

¹Faculty of Psychology, Universitas Muhammadiyah Sidoarjo,
Jl. Raya Lebo No.4, Wonoayu, Sidoarjo, East Java 61261, Indonesia

²Badan Pusat Statistik Kabupaten Sidoarjo,
Jl. Pahlawan No.140, Jetis, Lemahputro, Sidoarjo, East Java 61211, Indonesia

ARTICLE INFO:

Received: 2026-02-10

Revised: 2026-04-28

Accepted: 2026-05-18

Published: 2026-07-20

Keywords:

Anxiety, Stress, Trust issue

Kata Kunci:

Kata Kunci:
Kecemasan, Stres
kerja, Trust issue

ABSTRACT

Anxiety and stress are major occupational health concerns that threaten employee well-being and organizational productivity. This study examined the effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia, Sidoarjo Regency. Using a quantitative causal-comparative design with saturated sampling, the study included all 30 active employees of the agency. Trust issues were measured with the Team Trust Scale as adapted by Al Zahra et al. (2019), while anxiety and stress were assessed using the corresponding subscales of the DASS-42 (Depression Anxiety Stress Scale) in its Indonesian-language adaptation. Two simple linear regression analyses were conducted in JASP (version 18) at $\alpha = 0.10$, a threshold appropriate for exploratory research with small samples (Cohen, 1992). Trust issues significantly and positively predicted work stress and were positively associated with anxiety levels. Demographic analysis further revealed that male employees, those with ≤ 5 years of service, outsourced staff, and employees with secondary-level education reported higher trust issues, stress, and anxiety than their counterparts. These findings underscore the need to strengthen interpersonal trust through transparent communication, inclusive integration of employees, and structured psychological support programs.

ABSTRAK

Kecemasan dan stres merupakan masalah kesehatan kerja utama yang mengancam kesejahteraan pegawai dan produktivitas organisasi. Penelitian ini menguji pengaruh trust issues (masalah kepercayaan) terhadap kecemasan dan stres pada pegawai BPS-Statistics Indonesia, Kabupaten Sidoarjo. Dengan menggunakan desain kausal-komparatif kuantitatif dan teknik sampling jenuh, penelitian ini melibatkan seluruh 30 pegawai aktif di instansi tersebut. Trust issues diukur menggunakan Team Trust Scale hasil adaptasi Al Zahra dkk. (2019), sedangkan kecemasan dan stres diukur menggunakan subskala terkait dari DASS-42 (Depression Anxiety Stress Scale) versi adaptasi bahasa Indonesia. Dua analisis regresi linier sederhana dilakukan menggunakan JASP (versi 18) pada taraf signifikansi $\alpha = 0,10$, ambang batas yang sesuai untuk penelitian eksploratori dengan sampel kecil (Cohen, 1992). Trust issues secara signifikan dan positif memprediksi stres kerja serta berasosiasi positif dengan tingkat kecemasan. Analisis demografis lebih lanjut mengungkapkan bahwa pegawai laki-laki, pegawai dengan masa kerja ≤ 5 tahun, tenaga outsourcing, dan pegawai berpendidikan menengah melaporkan tingkat trust issues, stres, dan kecemasan yang lebih tinggi dibandingkan kelompok pembandingnya. Temuan ini menegaskan perlunya memperkuat kepercayaan interpersonal melalui komunikasi yang transparan, integrasi pegawai yang inklusif, dan program dukungan psikologis.

©2026 Jurnal Psikologi Tabularasa

This is an open access article distributed under the CC BY-SA 4.0 license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

How to cite: Secilia, E. D., Affandi, G. R., & Faradis, R. (2026). The effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia Sidoarjo Regency. *Jurnal Psikologi Tabularasa*, 21(1), 128-141.
<https://doi.org/10.26905/jpt.v21.i1.16775>

1. INTRODUCTION

Anxiety and stress are among the most prevalent and costly occupational health problems worldwide. Data from the Indonesian Labor Force Survey recorded approximately 602,000 cases of work-related stress and anxiety in 2018–2019, a 1.18 percent increase from 595,000 cases in 2017–2018 (Putra et al., 2024). Research on Generation Z employees in Indonesia similarly found that 43.8 percent experienced mild stress, 53.1 percent moderate stress, and 3.1 percent severe stress, with attendant delays in work productivity (Fitriana & Rosid, 2024). Anxiety is a state of uncertainty encompassing worry, fear, and apprehension that often arises without a clearly identifiable cause yet compels individuals toward defensive preparation (Siagian & Yafiz, 2023). Work stress, in turn, is a physical and psychological condition in which perceived demands exceed coping capacity, manifesting as irritability, difficulty concentrating, and psychosomatic complaints (Putranto & Wijaya, 2024). Both conditions reduce productivity, increase absenteeism, damage interpersonal relationships, and impair overall quality of life (Salsabella, 2025). Understanding the antecedents of anxiety and stress within government institutions is therefore an urgent organizational priority.

A preliminary survey conducted by the researchers at BPS-Statistics Indonesia, Sidoarjo Regency, in 2025 identified specific indicators of interpersonal trust-related stress within the institution. In this organizational setting, the exchange of “rose letters” (*surat bunga*) functions as an informal symbol of trust and social inclusion: employees who received these letters reported active engagement in workplace social activities and a stronger sense of organizational belonging, whereas those who did not receive them described feelings of social isolation, frequent workplace gossip, and restricted access to informal organizational information. Preliminary observations further found that approximately 23.3 percent of employees (7 of 30) expressed concerns about trust in co-workers, accompanied by self-reported heightened vigilance, emotional irritability, and difficulty concentrating—recognized indicators of occupational stress (Fadhlanullah, 2025). These initial findings suggest that trust deficits at BPS Sidoarjo may function as a salient organizational stressor.

Trust-related stress and anxiety in government bureaucracies such as BPS have received limited scholarly attention. Civil servants operate within rigid hierarchical structures, high accountability demands, and constrained conflict-resolution mechanisms—conditions that intensify the psychological burden of unresolved trust breakdowns and manifest as both chronic stress and persistent anxiety (Hermawan & Indriati, 2023). Psychological difficulties, including anxiety, are frequently left unaddressed because they are not immediately visible, and institutional cultures tend to prioritize performance outcomes over mental health support (Rahman, 2024). When trust issues accumulate, they erode collaboration, deepen social isolation, and develop into chronic stress and anxiety that undermine both individual well-being and organizational effectiveness (Permatasari, 2025). Empirical research examining trust issues as a simultaneous predictor of occupational stress and anxiety within Indonesian government statistical agencies is therefore both timely and necessary.

Anxiety and stress are multidimensional phenomena shaped by individual, interpersonal, and organizational factors. At the individual level, gender, educational attainment, length of service, and employment status moderate vulnerability to both outcomes (Putra et al., 2024). At the interpersonal level, relationship quality with supervisors and peers, communication effectiveness, and most notably, interpersonal trust are significant predictors of psychological well-being, with trust breakdowns uniquely triggering stress-related overwhelm and anxiety-

related hypervigilance (Nirmalasari et al., 2025). At the organizational level, workload, performance expectations, and role ambiguity compound both outcomes (Putranto & Wijaya, 2024). Among these factors, interpersonal trust is particularly central: it mediates the quality of nearly all workplace relationships, and when deficient, it simultaneously removes the support buffers that mitigate stress and the relational predictability that reduces anxiety (Kumar & Sumitha, 2023).

Trust is defined as the willingness of an individual to be vulnerable to the actions of another party, based on the expectation that the other party will act beneficially (Mayer et al., 1995). In organizational contexts, trust encompasses competence, benevolence, and integrity, and it promotes cooperation, reduces uncertainty, and fosters psychological safety (Hoy & Tschannen-Moran, 1999). When trust is disrupted, trust issues emerge – persistent difficulties in extending or maintaining confidence in others, arising from negative prior experiences or perceived integrity violations (Anggreani et al., 2023; Chuyko et al., 2021). Trust issues were selected as the independent variable for three reasons. First, preliminary data collected at BPS Sidoarjo in 2025 identified trust problems as the most contextually prominent interpersonal stressor and source of anxiety. Second, Mayer et al. (1995) theoretically position trust deficits as direct antecedents of psychological vulnerability encompassing both stress and anxious apprehension. Third, empirical evidence confirms that trust-related constructs significantly predict both anxiety and stress across diverse contexts (Bao et al., 2024; Hermawan & Indriati, 2023; Rhee, 2010; Triyono & Masykur, 2015).

Several empirical studies have examined the relationship between trust and occupational stress or anxiety. Rhee (2010) demonstrated that social trust, institutional trust, and trust in superiors each function as antecedents, moderators, and mediators of work stress among Korean and Japanese workers, with distrust in employers consistently associated with higher stress symptom prevalence. Hermawan & Indriati (2023) found that the psychosocial quality of work relationships and trust in superiors were significant predictors of civil servant stress in Indonesia. Latifany et al. (2022) showed that trust and work stress jointly influenced employee performance, confirming the relevance of trust-stress dynamics. With respect to anxiety, Bao et al. (2024) used neuroimaging to show that individuals with high attachment anxiety exhibit distinct trust decision-making patterns consistent with chronic hypervigilance in trust-depleted environments. Triyono & Masykur (2015) found a negative correlation between group trust and pre-performance anxiety among futsal athletes, and Wijaya & Kuncoro (2024) confirmed that employee trust predicts organizational commitment, which is in turn associated with lower occupational stress. Collectively, these studies position trust issues as a robust predictor of both anxiety and stress.

Despite this evidence, an important research gap remains. Most existing studies treat trust as a general organizational variable or focus on specific relational dyads (e.g., trust in supervisors) rather than examining trust issues as a distinct psychological experience measured through a validated team-trust instrument. To the researchers' knowledge, no prior study has specifically investigated the effect of trust issues on work stress among employees of an Indonesian government statistical agency – a context characterized by high bureaucratic accountability, gender-specific functional structures, and limited inter-category social mobility. The novelty of this study lies in its contextual specificity, its use of the Team Trust Scale as adapted for Indonesian populations by Al Zahra et al. (2019), and its examination of demographic moderators (gender, tenure, employment status, and education), which

together provide a nuanced understanding of which bureaucratic employee subgroups are most vulnerable to trust-related occupational stress.

This study examined the effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia, Sidoarjo Regency. Two hypotheses were tested: (H1) trust issues have a significant positive effect on work stress, such that increasing trust issues are expected to correspond with increasing occupational stress; and (H2) trust issues have a significant positive effect on anxiety, such that increasing trust issues are expected to correspond with increasing employee anxiety. The study further explored whether demographic variables, gender, length of service, employment status, and educational level, are associated with differences in trust-issue scores, stress, and anxiety levels, in order to identify the employee subgroups most vulnerable to trust-related psychological distress within this institutional context.

2. METHODS

Research Design

This study employed a quantitative causal-comparative design, in which a research variable is analyzed across subjects to determine cause-and-effect relationships without manipulating pre-existing conditions (Ibrahim et al., 2018). Assumption tests for normality and linearity were conducted prior to hypothesis testing. Trust issues served as the independent variable, while anxiety and stress served as the dependent variables. This design was used to examine the effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia, Sidoarjo Regency.

Population and Sample

The population comprised 30 active employees at BPS-Statistics Indonesia, Sidoarjo Regency. A saturated sampling technique was used, whereby every member of the population is included as a sample (Sugiyono, 2019). Accordingly, all employees of the agency served as participants in this study.

Research Instruments

Data were collected using a questionnaire comprising psychological scales administered in written form. A Likert-type scale was used to obtain data on anxiety and stress, drawing on adaptation scales previously developed and validated by other researchers.

Team trust scale

Trust issues were measured using the Team Trust Scale developed by Costa and Anderson and adapted for the Indonesian context by Al Zahra et al. (2019). The scale comprises four dimensions: propensity to trust, perceived trustworthiness, cooperative behaviors, and monitoring behaviors. The instrument was originally validated on employees of Dutch government-owned hospitals and social organizations. Exploratory Factor Analysis (EFA) yielded a Kaiser-Meyer-Olkin (KMO) value of 0.83 and total explained variance of 55.1 percent, while Confirmatory Factor Analysis (CFA) demonstrated good fit with the

underlying theory (CFI = 0.94, GFI = 0.83, RMSEA = 0.05, SRMR = 0.07), indicating strong construct validity. Reliability analysis showed Cronbach's alpha values of 0.78 for propensity to trust, 0.88 for perceived trustworthiness, 0.87 for cooperative behaviors, and 0.70 for monitoring behaviors, indicating adequate internal consistency across dimensions. Responses were recorded on a 7-point scale ranging from 1 (not at all consistent with the participant's experience) to 7 (highly consistent with the participant's experience) (Al Zahra et al., 2019).

Anxiety and stress scale

Anxiety and stress were assessed using the DASS-42 (Depression Anxiety Stress Scale), originally developed by Lovibond & Lovibond (1995) and adapted into Indonesian by Damanik (2006). The instrument comprises 42 items across three subscales measuring depression, anxiety, and stress (Manurung et al., 2023). Sample items include "Unable to see the positive aspects of an event" (depression), "Difficulty breathing (rapid breathing, breathlessness)" (anxiety), and "Becoming easily irritated by trivial matters" (stress). The validity and reliability of the DASS-42 have been repeatedly confirmed across studies involving diverse ethnic and national samples, with a reported Cronbach's alpha of 0.9483 (Manurung et al., 2023). Each item was rated on a 4-point scale: 0 = did not apply to me at all, 1 = applied to me to some degree, or some of the time, 2 = applied to me to a considerable degree, or a good part of the time, 3 = applied to me very much, or most of the time.

Data Analysis Techniques

Two simple linear regression analyses were conducted using JASP (version 18 for Windows): the first with the DASS-42 stress subscale score as the dependent variable, and the second with the DASS-42 anxiety subscale score as the dependent variable. In both analyses, trust issues (Team Trust Scale total score) served as the independent variable. Assumption tests for normality and linearity were performed prior to hypothesis testing, and a significance level of $\alpha = 0.10$ was adopted for both tests. This threshold reflects established methodological guidance: with a small sample ($n = 30$), statistical power at $\alpha = 0.05$ is substantially reduced, increasing the risk of Type II error (Cohen, 1992). For exploratory research involving small, bounded populations, adopting $\alpha = 0.10$ is a recognized practice that balances the risks of Type I and Type II error (Gaskin et al., 2025; Kyriazos, 2018). The DASS-42 depression subscale was excluded from the primary regression analyses, as it falls outside the scope of this study's research questions, although its descriptive statistics are reported to characterize respondents' overall psychological profile.

3. RESULTS AND DISCUSSION

Descriptive analyses were conducted to characterize the sample's responses on the variables of trust issues, anxiety, and stress. The Results section reports the principal findings, while the Discussion section situates these findings within the context of prior theory and research.

As shown in Table 1, most respondents were female (63 percent), while male respondents accounted for 37 percent. Regarding employment status, 87 percent of respondents held permanent positions, while 13 percent were outsourced employees.

Table 1. Percentage of respondent characteristics based on gender, length of service, employment status, and education level

Category	Characteristics	Percentage
Gender	Male	37%
	Female	63%
Length of Service	≤ 5 years	23%
	≥ 5 years	77%
Employment Status	Permanent Employee	87%
	Outsourced Employee	13%
Education Level	SMA/SMK/MA	16%
	D3	7%
	D4/S1	61%
	S2	16%

These figures indicate that survey participation was dominated by women and permanent employees. The majority of employees had more than five years of service, indicating substantial institutional tenure among respondents overall. With respect to education, most respondents held a D4 or S1 degree, followed by those with an S2 degree, with a smaller proportion holding a D3 qualification. This profile indicates that respondents were characterized not only by longer service but also by relatively high educational attainment.

Table 2. Descriptive analysis

	DASS-42	Total Anxiety	Total Depression	Total Stress	Trust Issue
Mean	14.9667	4.3667	3.5333	7.0667	27.5667
Median	9	2	1	4	27.5
Standard Deviation	17.7696	5.939	5.2767	7.3856	10.4442
Kurtosis	3.4766	3.331	5.8125	1.2726	-0.3706
Skewness	1.9914	2.019	2.3289	1.4293	0.3494
Minimum	1	0	0	0	12
Maximum	72	22	23	28	50

As shown in Table 2, Trust Issues had the highest mean score ($M = 27.57$, median = 27.5, range = 12–50), whereas Depression had the lowest ($M = 3.53$, median = 1, range = 0–23). This pattern suggests that interpersonal distrust was relatively more pronounced among employees than symptoms of depression, anxiety, or stress, which tended to be low overall. All four DASS-42 indices exhibited positive skewness, indicating that most respondents reported low scores, with a smaller subset reporting elevated scores. Depression showed the highest kurtosis (5.81), reflecting a comparatively peaked distribution in which most respondents scored low while a small number scored very high. Variability was greatest for the DASS-42 total score ($SD = 17.77$) and lowest for Depression ($SD = 5.28$). Taken together, these findings suggest that respondents experienced greater difficulty with interpersonal distrust than with other psychological symptoms.

The graph shows that the proportion of employees with high and low stress levels is relatively balanced in terms of gender, length of service, and employment status. Meanwhile, based on the level of education, the proportion of high stress is greater among employees with a high school/vocational school/Islamic high school education than among employees with a college education.

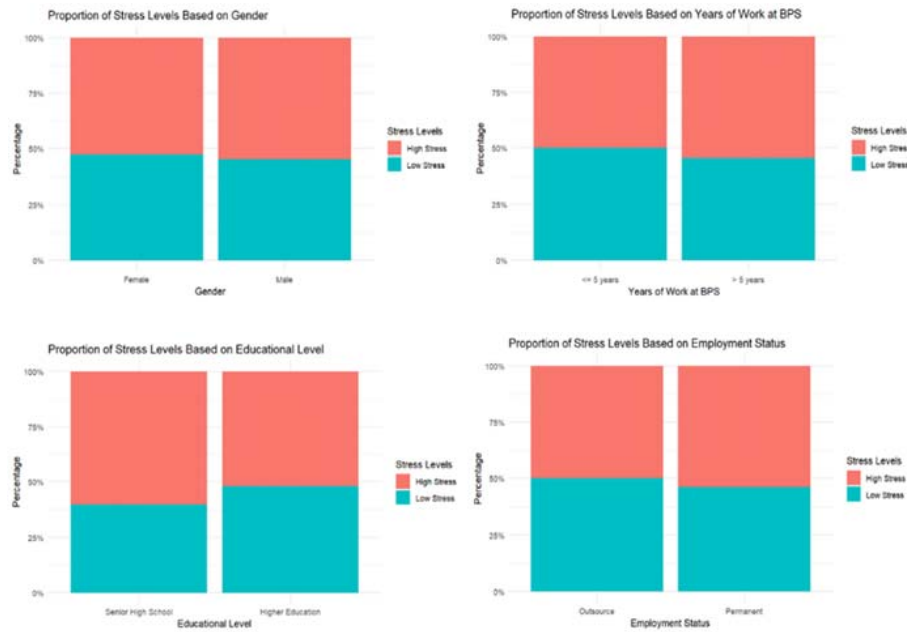


Figure 1. Proportion of stress level based on gender
Figure 2. Proportion of stress level based on year of work at BPS
Figure 3. Proportion of stress level based on educational level
Figure 4. Proportion of stress levels based on employment status

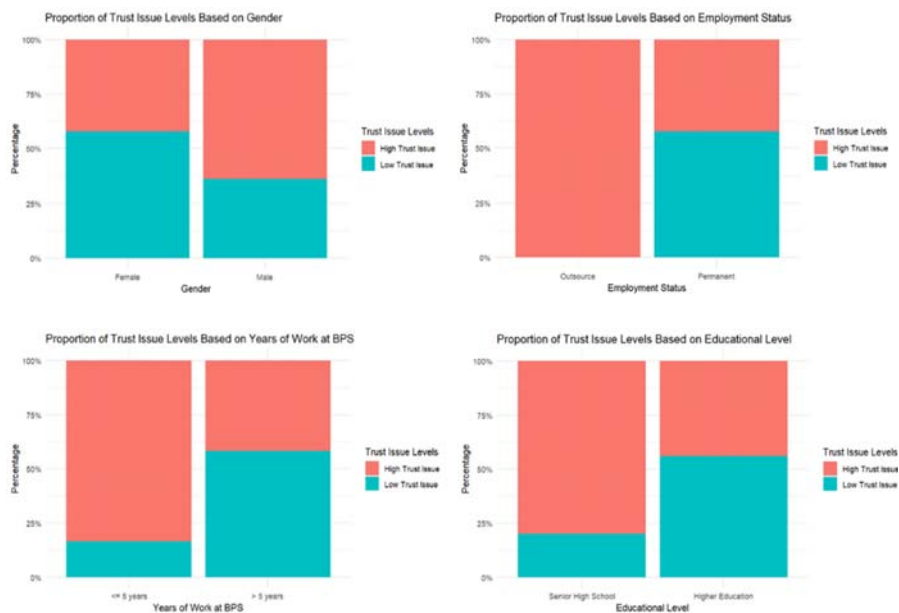


Figure 5. Proportion of trust issue levels based on gender
Figure 6. Proportion of trust issue levels based on employment status
Figure 7. Proportion of trust issue levels based on years of work at BPS
Figure 8. Proportion of trust issue levels based on educational level

As shown in Figure 1, the proportions of employees reporting high versus low stress were relatively balanced across gender, length of service, and employment status. By education level, however, the proportion of high stress was greater among employees with a senior-secondary education (SMA/SMK/MA) than among those with tertiary education. The association between categorical variables can be quantified using the odds ratio (OR) and relative risk (RR): the OR reflects the relative likelihood of a group experiencing a given condition compared with a reference group, while the RR reflects the direct ratio of risk between groups. Both measures provide useful indicators of the strength and direction of association between categorical variables.

The OR and RR values for high versus low stress were consistent in direction. Male employees were 1.079 times more likely than female employees to report high stress (OR = 1.079), and the corresponding RR of 1.036 indicates that male employees were approximately 3.6 percent more likely to experience high stress than female employees. By length of service, employees with more than five years of tenure were 1.182 times more likely to report high stress than those with ≤ 5 years of service (OR = 1.182), and the corresponding RR of 1.083 indicates an approximately 8.3 percent greater likelihood of high stress among longer-tenured employees. These findings suggest that longer career duration is associated with an increased risk of workload-related stress.

Table 3. Results of odds ratio and relative risk calculations for categorical variables

Category	Odds Ratio	Relative Risk (High Stress)	Relative Risk (Low Stress)
Gender (Male / Female)	1.079	1.036	0.960
Length of Service (≤ 5 years / ≥ 5 years)	0.846	0.923	1.091
Employment Status (Permanent/Out-sourced)	1.167	1.077	0.923

As shown in Table 3, permanent employees were 1.167 times more likely to report high stress than outsourced employees (OR = 1.167), with a corresponding RR of 1.077 indicating an approximately 7.7 percent greater likelihood of high stress among permanent staff relative to outsourced staff. By education level, employees with senior-secondary education were 1.384 times more likely to report high stress than employees with tertiary education (OR = 1.384), with a corresponding RR of 1.154. These findings suggest that employees with lower educational attainment are comparatively more prone to high stress, potentially reflecting differences in workload, access to advancement, and capacity to manage work pressure.

The OR and RR values for high versus low trust issues were likewise consistent in direction. Male employees were 2.406 times more likely than female employees to report high trust issues (OR = 2.406), with a corresponding RR of 1.511 indicating that male employees were approximately 51.1 percent more likely to report high trust issues than female employees. By length of service, employees with ≤ 5 years of tenure were seven times more likely than longer-tenured employees to report high trust issues (OR = 7.00), with a corresponding RR of 2.00 indicating that newer employees were approximately twice as likely to report high trust issues.

As shown in Table 4, the RR for high trust issues among permanent employees was 0.423, indicating that permanent employees were markedly less likely than outsourced

employees to report high trust issues – approximately 42.3 percent of the probability observed among outsourced employees. This finding suggests that permanent employment status confers greater security and stability, thereby reducing the likelihood of elevated trust issues.

Table 4. Results of odds ratio and relative risk calculations for categorical variables

Category	Odds Ratio	Relative Risk (High Stress)	Relative Risk (Low Stress)
Gender (Male / Female)	2.406	1.511	0.628
Length of Service (≤ 5 years / ≥ 5 years)	7.00	2.00	0.286
Employment Status (Permanent/ Outsourced)	-	0.423	-
Level of Education (High School/College)	5.091	1.818	0.357

By education level, the OR of 5.091 and corresponding RR of 1.818 indicate that employees with senior-secondary education were substantially more likely to report high trust issues than employees with tertiary education – approximately 1.8 times more likely. The RR for low trust issues (0.357) further confirms that senior-secondary-educated employees were less likely than tertiary-educated employees to report low trust issues.

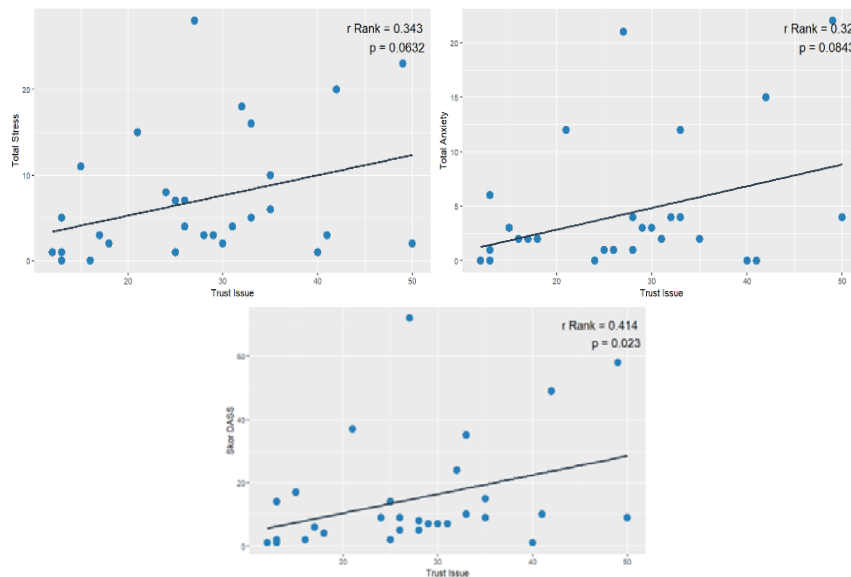


Figure 9. Correlation analysis

As shown in Figure 9, the Spearman correlation between trust issues and the DASS score was the strongest observed ($r = 0.414$), indicating a weak-to-moderate positive association between the two variables. Accordingly, the linear regression relationship between trust issues and DASS scores was examined further, as reported in Table 5.

The regression coefficient of 0.602 indicates that each one-point increase in the trust-issue score is associated with a 0.602-point increase in stress level. This model indicates a positive relationship between trust-issue levels and employee stress: higher levels of distrust are associated with higher predicted stress scores.

Table 5. Simple linear regression calculation output

	B	t	p value
Intercept	-1.630	-0.184	0.855
Trust Issue	0.602	2.002	0.055*

Based on Table 5, the estimation model was obtained (Equation. 1).

$$DASS_i \text{ Score} = -1.630 + 0.602 * \text{Trust Issue}_i \quad (\text{Eq. 1})$$

Where: DASSi Score = Stress level of employee_i; Trust Issue_i = Trust issue level of employee_i

A partial test of the Trust Issue predictor yielded a t-statistic of 2.002, exceeding the critical value of 1.701, providing sufficient evidence to reject H0. Thus, at a 10 percent significance level, Trust Issue was found to have a statistically significant effect on the stress-level variable (DASS score) within the model.

Discussion

This study examined the effect of trust issues on anxiety and stress among employees at BPS-Statistics Indonesia, Sidoarjo Regency, testing two hypotheses. H1 stated that trust issues have a significant positive effect on work stress – was supported: trust issues significantly predicted DASS stress subscale scores ($B = 0.602$, $t = 2.002$, $p = 0.055$), significant at $\alpha = 0.10$. The corresponding regression equation, $DASS \text{ Stress} = -1.630 + 0.602 \times \text{Trust Issue}$, indicates that each one-point increase in trust-issue score corresponds to a 0.602-point increase in work stress. H2 stated that trust issues have a significant positive effect on anxiety – was also supported, as demonstrated by the Spearman correlation between trust issues and the total DASS score ($r = 0.414$, $p = 0.055 < 0.10$), which encompasses anxiety as a core component. Descriptively, employees with higher trust-issue scores also reported higher anxiety subscale means ($M = 4.37$), corroborating a directional relationship between trust difficulties and anxiety. Taken together, these results indicate that trust issues constitute a meaningful predictor of both occupational stress and anxiety among BPS Sidoarjo employees.

The finding that trust issues positively predict both anxiety and stress is theoretically consistent with the integrative model of organizational trust (Mayer et al., 1995), which positions trust deficits as antecedents of psychological vulnerability. With respect to stress, when trust is deficient, employees must allocate additional cognitive resources to monitoring interpersonal threats, which generates distress when demands exceed perceived coping capacity (Folkman & Lazarus, 1985). With respect to anxiety, Bao et al. (2024) demonstrated through ERP neuroimaging that individuals in trust-deficient relationships exhibit heightened emotional sensitivity and reduced cognitive flexibility – core mechanisms implicated in anxiety. Both pathways appear to converge on a shared neurobiological substrate: chronic trust-related hypervigilance activates the HPA axis, elevating cortisol and adrenaline, physiological markers common to both stress and anxiety (Rahman, 2024). Socially, trust deficits erode the interpersonal support networks that buffer both stress and anxious cognition; employees with trust issues report social isolation and exclusion from informal information channels, which increases both stress exposure and anxiety-provoking uncertainty (Nirmalasari et al., 2025; Permatasari, 2025). This convergent cognitive, neurobiological, and social mechanism helps explain why trust issues function as a robust predictor of both psychological outcomes.

Regarding gender, male employees at BPS Sidoarjo demonstrated higher odds of both stress (OR = 1.079, RR = 1.036) and trust issues (OR = 2.406, RR = 1.511) than female employees, with male employees approximately 51.1 percent more likely to report high trust issues. This finding diverges from the prevailing pattern in which women are reported to be more vulnerable to work stress (Putranto & Wijaya, 2024) and may reflect gender-differentiated socialization patterns within this institution. Women may invest more consistently in relational communication and cooperative workplace relationships, which could function as protective factors against trust deterioration (Bao et al., 2024). Male employees, by contrast, may operate within more competitive informal networks in which trust is contingent on performance status, rendering them more susceptible to trust breakdowns when those conditions are unmet. These findings suggest a need for gender-sensitive trust-building programs, particularly for male employees in high-competition roles.

With respect to length of service, employees with ≤ 5 years of experience exhibited a substantially greater likelihood of high trust issues than longer-tenured employees (OR = 7.00, RR = 2.00). This indicates that newer employees face greater difficulty building and maintaining trust, consistent with organizational socialization theory, which posits that trust develops through repeated interactions and an accumulating track record of reliability over time (Hermawan & Indriati, 2023). Conversely, employees with more than five years of service showed an 8.3 percent greater likelihood of experiencing high stress (RR = 1.083), reflecting the accumulating burden of responsibilities and prolonged organizational pressures (Fadhlanullah, 2025). This bidirectional pattern suggests that trust is comparatively more fragile among newer employees, while stress intensifies progressively among longer-tenured staff, implying that targeted support is warranted at both ends of the tenure spectrum.

In terms of educational attainment, employees with secondary education (SMA/SMK/MA) were 1.384 times more likely to report high stress (RR = 1.154) and 5.091 times more likely to report high trust issues (RR = 1.818) than employees with tertiary education. Higher educational attainment may equip individuals with broader cognitive resources for stress appraisal, interpersonal management, and conflict resolution, including the capacity to contextualize organizational dynamics and draw on a wider repertoire of adaptive coping strategies (Putranto & Wijaya, 2024). Employees with secondary education may also occupy roles with less organizational agency and fewer formal communication channels, which could amplify their vulnerability to trust issues. These results suggest that psychoeducational interventions targeting secondary-educated employees, focused on communication skills, trust-building competencies, and occupationally tailored stress management, merit consideration.

These findings are broadly consistent with the existing literature on trust, occupational stress, and anxiety, while contributing important contextual nuances. Regarding work stress, and in alignment with Rhee (2010), this study confirms that trust-related variables are meaningful antecedents of occupational stress, with underlying mechanisms that may differ across cultural contexts. The positive trust-stress relationship corroborates findings among Indonesian civil servants reported by Hermawan & Indriati (2023), supporting the ecological validity of the present findings within bureaucratic settings. Regarding anxiety, the directional relationship observed between trust issues and DASS anxiety scores aligns with Bao et al. (2024), who demonstrated that trust deficits alter anxiety-driven decision-making, and with Triyono & Masykur (2015), who found that lower group trust correlates with higher pre-performance anxiety. The finding that trust issues predict both psychological outcomes also

corroborate Latifany et al. (2022), who showed that trust and stress jointly affect performance. This study extends the existing literature, however, by simultaneously examining stress and anxiety as distinct dependent variables, offering a more comprehensive account of how trust issues affect employee psychological well-being than studies focusing on a single outcome.

This study has several limitations. First, its cross-sectional design precludes causal conclusions regarding the directionality of effects; although trust issues predicted both stress and anxiety scores, longitudinal designs are needed to establish temporal ordering and rule out reverse causation. Second, the sample of $n = 30$ drawn from a single agency – although appropriate given saturated sampling within this bounded population – limits generalizability to other organizational contexts. Third, although both stress and anxiety subscales were used as dependent variables, the primary regression analysis relied on the DASS total score as an aggregate measure; future studies should conduct fully separate regressions for each subscale to more precisely differentiate the predictive mechanisms underlying stress versus anxiety. Fourth, potential confounders, including workload, supervisor support, organizational climate, and individual coping styles, were not controlled for; future research should incorporate these variables to develop a more comprehensive explanatory model of how trust issues predict both occupational stress and anxiety within Indonesian bureaucratic institutions.

4. CONCLUSION AND RECOMMENDATIONS

This study demonstrates that trust issues have a significant and positive effect on the stress and anxiety levels of BPS Sidoarjo employees: individuals with higher trust issues tend to report elevated stress, particularly among male employees, newer employees, outsourced staff, and employees with secondary-level education. Implications. These findings underscore the need for organizations to foster trust through transparent communication, the integration of newly recruited and outsourced employees, and the provision of psychological support to reduce work pressure and enhance employee well-being. At the individual level, employees are encouraged to engage in transparent communication, sustain constructive working relationships, and adopt effective stress-management strategies.

REFERENCES

- Al Zahra, S., Tarigan, M., & Wyandini, D. Z. (2019). Adaptasi dan pengujian alat ukur team trust milik Costa dan Anderson (2011) di Indonesia. *JP3I (Jurnal Pengukuran Psikologi dan Pendidikan Indonesia)*, 8(1), 46-56.
<https://doi.org/10.15408/jp3i.v8i1.12162>
- Anggreani, D., Nuraeni, D. E., Riz, M. F., & Rosmawati, R. (2023). Trust issue pada mahasiswi yang menjalani long-distance relationship. *Parade Riset*, 1(1), 147-158.
- Bao, X., Zhang, M., & Chen, X. (2024). The influence of partner trustworthiness and relationship closeness on interpersonal trust in individuals with attachment anxiety: An ERP study. *International journal of clinical and health psychology*, 24(3), 100494. <https://doi.org/10.1016/j.ijchp.2024.100494>
- Chuyko, H., Chaplak, Y., & Koltunovych, T. (2020). Theoretical aspects of the problem of trust in psychology. *Trends and Prospects of the Education System and Educators Professional Training Development*; Lumen Publishing House: Iasi, Romania, 163-186.
<https://doi.org/10.18662/978-1-910129-28-9.ch011>

- Cohen, J. (1992). A power primer. *Psychological bulletin*, 112(1), 155-159.
<https://doi.org/10.1037//0033-2909.112.1.155>
- Damanik, E. D. (2006). *Pengujian reliabilitas, validitas, analisis item dan pembuatan norma Depression Anxiety Stress Scale (DASS): Berdasarkan penelitian pada kelompok sampel Yogyakarta dan Bantul yang mengalami gempa bumi dan kelompok sampel Jakarta dan sekitarnya yang tidak mengalami gempa bumi* [Theses]. Fakultas Psikologi Universitas Indonesia.
- Fadhlanullah, F. (2025). *Manajemen stres kerja pada pegawai badan pusat statistik di Kabupaten Pasuruan* [Theses]. UIN Kyai Haji Achmad Siddiq.
- Fitriana, S. N., & Rosid, A. (2024). Analisis faktor yang menyebabkan stres kerja karyawan Generasi Z (studi kasus pada KPP Pratama Batam Selatan: Studi mixed method). *Derivatif: Jurnal Manajemen*, 18(2), 318-328.
<https://doi.org/10.24127/jm.v18i2.2453>
- Folkman, S., & Lazarus, R. S. (1985). If it changes it must be a process: Study of emotion and coping during three stages of a college examination. *Journal of personality and social psychology*, 48(1), 150-170. <https://doi.org/10.1037//0022-3514.48.1.150>
- Gaskin, J. E., Lowry, P. B., Rosengren, W., & Fife, P. T. (2025). Essential validation criteria for rigorous covariance based structural equation modelling. *Information Systems Journal*, 35(6), 1630-1661. <https://doi.org/10.1111/isj.12598>
- Hermawan, T., & Indriati, F. (2023). Determinan kejadian stres kerja pada pegawai negeri sipil. *Jurnal Psikologi Konseling*, 14(1), 154-165.
<https://doi.org/10.24114/konseling.v14i1.48108>
- Hoy, W. K., & Tschannen-Moran, M. (1999). Five faces of trust: An empirical confirmation in urban elementary schools. *Journal of School leadership*, 9(3), 184-208.
<https://doi.org/10.1177/1052684699009003011>
- Ibrahim, A., Alang, A. H., Madi, B., & Ahmad, M. A. Darmawati. (2018). Metodologi Penelitian. *Gunadarma Ilmu*, 6(1).
- Sunil, R., & Sumitha, R. (2023). Trust in workplace: A conceptual study. *Journal of General Management Research*, 10(1), 38-58.
- Kyriazos, T. A. (2018). Applied psychometrics: sample size and sample power considerations in factor analysis (EFA, CFA) and SEM in general. *Psychology*, 9(8), 2207-2230. <https://doi.org/10.4236/psych.2018.98126>
- Latifany, J. G., Widiadnya, I. B. M., & Salain, P. P. P. (2022). Pengaruh work life balance, kepercayaan, dan stres kerja terhadap kinerja karyawan di Klinik Utama Quantum. *Jurnal Emas*, 3, 227-236. <https://doi.org/10.36733/emas.v4i3.6291>
- Lovibond, S. H., & Lovibond, P. F. (1995). *Depression Anxiety Stress Scales (DASS – 21, DASS-42)* [Database record]. APA PsycTests. <https://doi.org/10.1037/t01004-000>
- Manurung, V., Christianto, C., Citrayani, R., & Lukas, S. (2023). Tingkat stres pada anak dalam pembelajaran jarak jauh di masa pandemi COVID-19. *Jurnal UDA*, 30(1), 599-611. <http://dx.doi.org/10.46930/ojsuda.v30i1.2370>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
<https://doi.org/10.2307/258792>
- Nirmalasari, Titing, A. S., & Ismanto. (2025). Pengaruh lingkungan kerja non fisik dan kepuasan kerja terhadap kinerja pegawai non ASN pada Kantor Sekretariat DPRD Kabupaten Kolaka. *YUME: Journal of Management*, 8(3), 1388-1400.
<https://doi.org/10.37531/yum.v8i3.10363>
- Permatasari, A. (2025). Hubungan dukungan sosial rekan kerja dengan stres kerja (Studi pada pekerja di PT X). *Jurnal Ilmu Kesejahteraan Sosial*, 26(1), 5.
<https://doi.org/10.7454/jurnalkessos.v26i1.1016>

- Putra, F. B. A., Yaser, M., & Saputra, F. (2024). Hubungan beban kerja, lingkungan kerja dan shift kerja terhadap stres kerja karyawan di PT. Generasi Muda Bersatu Kecamatan Simpenan, Kabupaten Sukabumi tahun 2023. *Journal of Public Health Education*, 3(4), 162-169. <https://doi.org/10.53801/jphe.v3i4.230>
- Putranto, C. Z., & Wijaya, E. (2024). Pengaruh beban kerja, stres kerja, motivasi kerja terhadap kinerja karyawan bagian sales PT. X. *Jurnal Ekonomi, Manajemen dan Perbankan (Journal of Economics, Management and Banking)*, 10(1), 39-56. <https://doi.org/10.35384/jemp.v10i1.526>
- Rahman, A. (2024). Kesehatan mental pekerja pelayanan publik tantangan dan solusi. *Circle Archive*, 1(4), 1-14.
- Rhee, K. Y. (2010). Different effects of workers' trust on work stress, perceived stress, stress reaction, and job satisfaction between Korean and Japanese workers. *Safety and Health at Work*, 1(1), 87-97. <https://doi.org/10.5491/SHAW.2010.1.1.87>
- Salsabella, V. (2025). Dinamika stress kerja pada karyawan Dinas Sosial Klaten. *Corona: Jurnal Ilmu Kesehatan Umum, Psikolog, Keperawatan dan Kebidanan*, 3(1), 156-166. <https://doi.org/10.61132/corona.v3i1.1111>
- Siagian, M., & Yafiz, M. (2023). Pengaruh kecemasan menghadapi pemutusan hubungan kerja terhadap motivasi kerja karyawan pada PT Mujur Timber Sibolga. *Edunomika*, 7(2), 1-14. <https://doi.org/10.29040/jie.v7i2.9960>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Triyono, D. C., & Masykur, A. M. Hubungan antara trust kelompok dengan kecemasan menghadapi pertandingan pada tim futsal di Kota Semarang. *Jurnal EMPATI*, 3(4), 119-130. <https://doi.org/10.14710/empati.2014.7566>
- Wijaya, Y., & Kuncoro, A. W. (2024). Pengaruh stres kerja, disiplin kerja, dan kepercayaan karyawan terhadap komitmen organisasi (Studi penelitian pada karyawan PT Brataco Cabang Jakarta Barat). *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen dan E-Commerce*, 3(3), 495-517. <https://doi.org/10.30640/digital.v3i3.3246>
-