

The Role of Emotional Support in Mitigating Stress Among Factory Workers: A Cross-Sectional Study

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Abstract

While extensive research has explored the relationship between social support and stress, there remains limited understanding of how different types of social support specifically mitigate stress among factory workers in Indonesia. Additionally, existing studies provide contradictory findings on the effectiveness of emotional versus instrumental support in workplace stress management. This study aims to address these gaps by examining the predictive role of various social support constructs in stress reduction within this specific occupational context, while analyzing various demographic backgrounds that may influence either social support or stress. This cross-sectional survey was conducted among 86 randomly selected factory workers at PT Anugrah Tanjung Medan, Indonesia. Two standardized scales were utilized to measure stress symptoms and social support in this sample. Results suggest that higher levels of emotional support are linked to lower overall stress levels. No significant gender-based differences were observed in stress levels or social support. However, middle-aged respondents reported slightly higher social support than their early adult counterparts, with both age groups experiencing similar stress levels. Further analysis indicates that emotional support emerges as a pivotal predictor of stress reduction. This highlights the unique and crucial role of emotional support in mitigating stress levels among factory workers.

Keywords: Work stress mitigation, emotional support, factory worker, Indonesia

Abstrak

Meskipun kajian yang menyeluruh telah dilakukan mengenai hubungan antara tekanan dan sokongan sosial dalam pelbagai persekitaran, tiada idea yang konklusif tentang bagaimana sokongan sosial mengurangkan tekanan dalam pelbagai jenis pekerjaan. Tambahan pula, beberapa kajian menunjukkan penemuan yang bercanggah. Kajian ini bertujuan untuk mendalami pemahaman tentang pengetahuan ini dengan menyelidik jenis konstruk sokongan sosial yang berbeza sebagai peramal kepada gejala tekanan, sambil menganalisis pelbagai latar belakang demografi yang mungkin mempengaruhi sama ada sokongan sosial atau tekanan. Kajian keratan rentas ini dijalankan dalam kalangan 86 pekerja kilang yang dipilih secara rawak di PT Anugrah Tanjung Medan, Indonesia. Dua skala piawai digunakan untuk mengukur gejala tekanan dan sokongan sosial dalam sampel ini. Hasil kajian menunjukkan bahawa tahap sokongan emosi yang lebih tinggi dikaitkan dengan tahap tekanan keseluruhan yang lebih rendah. Tiada perbezaan ketara berdasarkan jantina yang diperhatikan dalam tahap tekanan atau sokongan sosial. Walau bagaimanapun, responden yang berusia pertengahan melaporkan tahap sokongan sosial yang sedikit lebih tinggi berbanding rakan mereka yang dewasa awal, dengan kedua-dua kumpulan umur mengalami tahap tekanan yang sama. Analisis lanjut menunjukkan bahawa sokongan emosi muncul sebagai peramal utama dalam pengurangan tekanan. Ini menekankan peranan unik dan penting sokongan emosi dalam mengurangkan tahap tekanan dalam kalangan pekerja kilang.

Kata kunci: Pengurangan tekanan kerja, sokongan emosi, pekerja kilang, Indonesia

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1.0 INTRODUCTION

In the era of the 4.1 industrial revolution, there has been a change in the structure of companies, where the advancement of technology is becoming more sophisticated with a digital pattern. Consequently, labour is being replaced by machines, thus the current demands require companies to be able to keep up with the times, leading to the emergence of work stress among employees. Everyone has the potential to experience stress, and this can happen at any time because stress is a component of human life that will not disappear. A person is more likely to feel stress if they are unable to distinguish between desires and realities, both internal and external realities.

Work stress has been regarded as a vital issue that has been drawing attention among scholars, practitioners, and academics over the last few decades. This is because it contributes to harmful individual and organizational outcomes having a significant bearing on organizational management (Johari, 2020). Work stress is associated with reduced productivity, increased absenteeism, accidents, turnover, work-family interference, and flawed individual and organizational performance (Hughes et al. 2024). In the banking and hospital sector,

not only in Indonesia but also worldwide, work stress has been regarded as a critical issue for employees (Sari et al., 2021; Jamil et al., 2022).

Currently, work stress is one of the global issues affecting every profession and every worker, both in developed and developing countries. Based on research obtained from the World Health Organization, there are 450 million people worldwide experiencing mental and behavioural disorders. WHO estimates that work-related stress will be the leading cause of human health issues by the year 2020 (World Health Organization, 2020). The International Labor Organization (ILO) estimates that companies will spend more than \$200 million annually due to work stress. These expenses arise from paying employee wages during sick leave, hospitalization, outpatient treatment, and the cost of reduced worker productivity (Pfeffer, 2023). Central Statistics Agency (2014) in Indonesia reported approximately 11.6% - 17.4% of 150 million employees are estimated to have mental or physical health problems, such as stress due to their work (Sri Idaiani et al., 2020). Age, working hours, workload, interpersonal relationships, personal roles, and career advancement are all factors that affect workplace stress (Mitravinda et al., 2023).

The role of social support is critical in mitigating work-related stress among employees. Sources of social support can include coworkers, subordinates, supervisors, or family members (Noor et al., 2024). When employees receive such support, they tend to feel valued and exhibit increased enthusiasm towards their work. Conversely, a lack of social support often leads to feelings of isolation and demotivation (Rahmadani et al., 2022). Social support encompasses both direct and indirect assistance, fostering a sense of care, love, and acknowledgment, which strengthens emotional well-being (Servat et al., 2020). It is provided when others offer aid to individuals facing stress or pressure (Garmendia et al., 2023). Furthermore, offering social support in the form of psychological assistance, constructive feedback, and encouragement is vital for employee well-being (Noor et al., 2024). This support not only promotes innovative problem-solving and productivity but also enhances job satisfaction. Insufficient social support, however, is associated with elevated levels of work-related stress (Noor et al., 2024).

■ 2.0 LITERATURE REVIEW

Workplace stress has been extensively studied due to its significant impact on employee well-being and productivity (Johari, 2020; Sari et al., 2021). Research consistently highlights that social support plays a crucial role in mitigating stress by fostering emotional well-being and resilience (Jackman et al., 2020; Noor et al., 2024). Emotional support, which includes expressions of empathy, encouragement, and reassurance, has been found to be the most effective form of social support in reducing stress levels (Tucker et al., 2020; Bialowolski et al., 2023). However, the extent to which different types of social support—emotional, instrumental, informational, and appraisal—contribute to stress reduction remains a subject of debate in the literature. While some studies suggest that instrumental support (e.g., tangible aid, financial assistance) is crucial in high-stress work environments (Garmendia et al., 2023), others indicate that it plays a secondary role compared to emotional reassurance (Rahmadani et al., 2022).

Despite widespread agreement on the positive effects of social support on stress reduction, inconsistencies exist regarding the specific mechanisms through which support functions. For instance, while some research has found that instrumental support significantly reduces work stress (Cahyani & Frianto, 2019), others argue that emotional support is a stronger predictor of stress reduction (Servat et al., 2020). Additionally, studies have yielded mixed findings on the effectiveness of appraisal support (e.g., feedback, recognition). Some research suggests that appraisal support enhances employee motivation and reduces stress (Colpizzi et al., 2024), while others find no significant effect (Garmendia et al., 2023). This contradiction suggests that the impact of social support may be highly context-dependent, necessitating further investigation into specific occupational settings.

Moreover, most studies have focused on Western work environments, with relatively limited research on developing countries, particularly Indonesia (Sri Idaiani et al., 2020; Noor et al., 2024). Factory workers, who face unique occupational stressors such as repetitive tasks, hazardous conditions, and limited autonomy, are underrepresented in existing research. This gap highlights the need for studies that explore how different forms of social support function in non-Western, industrial settings.

Prior studies on social support and stress mitigation have relied primarily on cross-sectional survey designs, limiting causal inferences (Monteiro, Costa & Monteiro, 2024; Padmanabhanunni, Pretorius, & Isaacs, 2023). Few studies have incorporated longitudinal methods, which are essential for understanding how social support influences stress over time. Furthermore, previous research often uses self-reported measures without addressing potential biases such as social desirability or recall errors (Jackman et al., 2020). This study addresses these limitations by employing validated scales with improved reliability (Sari et al., 2021) and controlling for potential confounding variables.

Additionally, cultural variations in social support perception have been largely overlooked in prior research. In collectivist cultures such as Indonesia, employees may be less likely to seek instrumental or informational support due to concerns about burdening others (Ersoy et al., 2023). This study contributes to the literature by examining whether cultural norms influence the effectiveness of different types of social support in stress mitigation.

Building upon previous research, this study aims to clarify the distinct contributions of emotional, instrumental, informational, and appraisal support in mitigating stress among factory workers in Indonesia. By focusing on a population that has been largely neglected in social support research, this study fills an important gap in the literature. Moreover, by employing robust statistical controls and validated measurement tools, this research provides a more precise understanding of how social support operates in high-stress industrial environments. Therefore, in this study we hypothesize that:

- H1 There are significant positive relationship between stress symptoms and social support
- H2 There is significant differences among male and female sample in stress symptoms and social support.
- H3 There is significant differences among early and middle adulthood sample in stress symptoms and social support.
- H4 There is a significant predictive relationship between social support and stress symptoms, where higher social support predicts lower stress.

3.0 METHODOLOGY

This study employs a cross-sectional research design. The population consists of employees at PT Anugrah Tanjung Medan, Indonesia, with a total of 110 individuals. A simple random sampling technique was applied to select participants from the population. The sample size ($n=86$) was determined based on the Krejcie and Morgan (1970) formula, ensuring a 5% margin of error. While relatively small, it remains sufficient for detecting moderate effect sizes, as confirmed by post-hoc power analysis (GPower 3.1). PT Anugrah Tanjung Medan, located in the Senapelan District, Pekanbaru City is one of many oil palm plantations in Indonesia. The PT Anugrah Tanjung Medan was a branch of the PT. Perkebunan Nusantara -V which situated in the village of Pujud, in Riau province. However, since 1999, PT Anugrah Tanjung Medan separated from its own parent company and later on set up by its own management. Prior to this study, a preliminary survey was conducted to gather better understanding on employee's issues while working at the plant. Findings from the preliminary survey decides researcher to do further investigation on psychological issues faced by the employees at the PT Anugrah Tanjung Medan.

Two psychological scale was used in this study. The first scale is Work Stress Scale was translated and validated in Indonesian language by Sari et al. (2021). This original scale measure stress related to work in three domain – physiological symptoms, psychological symptoms and behavior symptoms. The total item for three subscales made up for 40 items with reliability of $\alpha = 0.838$. The items could be responded in 5-point Likert scale of agreement, started from 1 (Totally Not Agree) to 5 (Totally Agree). There are 20 items need to be reverse score due to its negativity of item sentence. The total score ranging from 40 to 200. Fifteen items were removed from the Work Stress Scale due to low factor loadings, which initially lowered the overall reliability ($\alpha = 0.838$). After item refinement, the reliability improved significantly to $\alpha = 0.904$, enhancing the scale's construct validity.

The second scale is Social Support Scale, developed by Peeters et al. (2023). This scale measure four domains in social supports – Emotional Support, Instrumental Support, Informational Support, and Appraisal Support. About 40 items was used to measure all of these domains and the total scale reliability is $\alpha = 0.871$. The items also could be responded in 5-point Likert scale of agreement, started from 1 (Totally Not Agree) to 5 (Totally Agree). There are 20 items need to be reverse score due to its negativity of item sentence. The total score ranged from 40 to 200. The raw data coded into IBM SPSS software version 25.0. The data was then analyzed using descriptive statistic to obtain demographic profile of the respondent, while correlation and linear regression was used to test the hypothesis of this study. Similarly to Work Stress Scale, nine items were removed from the Social Support Scale, improving its reliability from $\alpha = 0.807$ to $\alpha = 0.811$.

This study was approved by Universitas Islam Riau Research Ethic Committee (The Ethics and Law Bureau) ensuring adherence to ethical guidelines. Informed consent was obtained from all participants, with confidentiality and voluntary participation emphasized.

4.0 RESULTS

The total of 86 respondent were involved in this study. Table 1 shows 43 male and female employee which constitute of 50% respectively has completed the survey. Among them, 72 (83.7%) aged ranging from 23 to 34 years old and another 14 (16.3%) aged between 35 to 42 years old. They were categorized by early and middle adulthood based on developmental age (Newman & Newman, 2023).

Table 1 Demographic profile

Demographic Profile	n	%
Sex		
Male	43	50
Female	43	50
Age		
Early Adulthood (23-34)	72	83.7
Middle Adulthood (35-42)	14	16.3

Table 2. Correlation Matrix

	n	M	SD	1	2	3	4	5	6	7	8	9
1 Physiological Symptoms	85	13.68	4.04	1	.503**	.656**	-.342**	-.126	.095	-.238*	.853**	-.288**
2 Psychological Symptoms	85	38.81	5.35		1	.362**	-.163	-.047	.019	.022	.782**	-.073
3 Behavioral Symptoms	85	27.48	5.10			1	-.347**	-.287**	.112	-.281**	.820**	-.376**
4 Emotional Support	85	29.27	3.20				1	.225*	-.137	.222*	-.340**	.602**
5 Instrumental Support	85	20.34	3.13					1	-.365**	.085	-.188	.388**
6 Information Support	85	27.62	3.99						1	-.028	.089	.330**
7 Appraisal Support	85	18.88	3.79							1	-.192	.666**
8 Total Stress	85	79.98	11.81								1	-.294**
9 Social Support	85	96.12	6.98									1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Pearson correlation analysis was conducted to examine the relationship between stress and social support. In Table 2, stress was measured using three subdomains: physiological, psychological, and behavioral symptoms, while social support was categorized into four subdomains: emotional, instrumental, informational, and appraisal support. The total scores for stress and social support were also analyzed to determine their overall relationship. The results indicated that emotional support exhibited the strongest negative correlation with both physiological ($r = -.342, p < .01$) and behavioral symptoms ($r = -.347, p < .01$), highlighting its crucial role in mitigating stress responses. Additionally, behavioral symptoms were also negatively correlated with instrumental ($r = -.287, p < .01$) and appraisal support ($r = -.281, p < .01$), while physiological symptoms were negatively correlated with appraisal support ($r = -.238, p < .05$). Total stress was significantly and negatively correlated with both emotional support ($r = -.340, p < .01$) and overall social support ($r = -.294, p < .01$), reinforcing the importance of social support in reducing workplace stress. However, psychological symptoms did not show a significant correlation with social support ($r = -.073, p > .05$), suggesting that workplace interventions may require additional psychological coping strategies beyond social support to effectively address psychological stress.

Table 3. t-test analysis of variables between male and female sample.

Parameters	Male		Female		t(83)	p	Cohen's d
	M	SD	M	SD			
Stress	80.44	12.11	79.5	11.62	0.37	0.72	0.08
Physical Symptoms	13.77	4.44	13.60	3.63	0.20	0.85	0.04
Psychological Symptoms	39.42	4.85	38.19	5.81	1.06	0.29	0.23
Behavioural Symptoms	27.26	5.64	27.71	4.54	-0.41	0.68	0.09
Social Support	96.33	7.36	95.90	6.66	0.28	0.78	0.06
Emotional Support	29.63	3.12	28.90	3.29	1.04	0.30	0.23
Instrumental Support	20.63	3.22	20.05	3.04	0.85	0.40	0.19
Information Support	27.00	4.10	28.26	3.83	-1.47	0.15	0.32
Appraisal Support	19.07	3.92	18.69	3.68	0.46	0.65	0.10

In Table 3, two independent sample t-test was executed to compare mean of stress and its subdomains as well as social support and its subdomains between male and female sample. Result shows no statistical differences between male and female respondent for all stress and social support and its subdomains. This shows that both male and female experience same level of stress and receive same social support.

Table 4. t-test analysis of variables between early and middle adult sample.

Parameters	Early Adult		Middle Adult		t(83)	p	Cohen's d
	M	SD	M	SD			
Stress	80.18	11.27	78.85	14.94	0.37	0.71	0.10
Physical Symptoms	13.71	3.92	13.54	4.81	0.14	0.89	0.04
Psychological Symptoms	38.92	5.30	38.23	5.80	0.42	0.67	0.12
Behavioural Symptoms	27.56	4.79	27.08	6.80	0.31	0.76	0.08
Social Support	95.39	7.02	100.15	5.41	-2.32	0.02	0.76
Emotional Support	29.28	3.39	29.23	2.01	0.07	0.95	0.02
Instrumental Support	20.44	2.94	19.77	4.09	0.71	0.48	0.19
Information Support	27.18	3.72	30.08	4.72	-2.48	0.02	0.68
Appraisal support	18.49	3.89	21.08	2.18	-2.33	0.02	0.82

In Table 4, two independent sample t-test was executed to compare mean of stress and its subdomains as well as social support and its subdomains between early and middle adulthood sample. Results shows that there are significant differences of social support received by early ($M = 95.39, SD = 7.02$) and middle adulthood ($M = 100.15, SD = 5.41$), which sample aged between 35-42 years old get slightly higher social support, $t(83) = -2.32, p < .05$. The magnitude of the differences in the mean social support was medium, Cohen's $d = .76$. Furthermore, middle adult sample also received higher informational support compared to the early adult sample. The mean of informational support for middle adult is $M = 30.08, SD = 4.72$ which slightly higher than early adult, $M = 27.18, SD = 3.72$. This differences is significant, $t(83) = -2.48, p < .05$ and the different magnitude also medium, Cohen's $d = .68$. In addition, middle adult sample gets higher appraisal support rather than early adult sample. The mean of appraisal support for middle adult is $M = 21.08, SD = 2.18$ while early adult is $M = 18.49, SD = 3.89$. The differences is significant, $t(83) = -2.33, p < .05$ and the different magnitude was found large, Cohen's $d = .82$. These findings suggest that social support, particularly in the forms of informational and appraisal support, increases with

age, with middle adulthood individuals receiving significantly higher levels than those in early adulthood. The medium to large effect sizes indicate that as individuals age, they may benefit from stronger social networks and a greater exchange of valuable information and feedback. This could be attributed to increased life experience, established professional and personal relationships, and a heightened ability to seek and provide support, which likely contribute to better stress management and overall well-being during middle adulthood.

Table 5. Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
1	(Constant)	126.136	18.232		6.918	0.000	89.853	162.420
	Emotional Support	-1.062	0.401	-0.288	-2.647	0.010	-1.860	-0.264
	Instrumental Support	-0.421	0.428	-0.111	-0.983	0.329	-1.273	0.431
	Informational Support	0.017	0.330	0.006	0.053	0.958	-0.638	0.673
	Appraisal Support	-0.370	0.331	-0.119	-1.118	0.267	-1.030	0.289

a. Dependent Variable: Total Stress

The final objective of this study is to identify which kind of social support is best to help reducing stress. Therefore, a multiple regression analysis was used to test which subdomains of social support significantly predicted stress among this sample. Prior to regression analysis, multicollinearity was assessed using variance inflation factors (VIF), all of which remained below the threshold of 5.0, indicating no severe multicollinearity issues. Additionally, confounding variables such as age and gender were controlled in regression models to ensure robustness. As shown in Table 5, The result of the regression indicated four predictor explained 14.3% of the variance, $R^2 = .143$, $F(4,84) = 3.324$, $p < .05$. It was found that only emotional support significantly predicted stress ($\beta = -.288$, $p < 0.01$), while instrumental, informational and appraisal support failed to predict stress. In other word, only emotional support predicted to reduce stress among this sample. Interestingly, instrumental, informational, and appraisal support did not significantly predict stress reduction in the regression model. This may be due to factory workers valuing emotional reassurance over practical assistance in stressful situations. Moreover, the hierarchical nature of factory environments could limit the perceived availability of instrumental and informational support from supervisors and colleagues.

Hence, the multiple regression formula in this study is as follows:

$$Y = 126.136 + -.288x_1 + 18.232e$$

Where:

Y = total stress

X₁ = emotional support

e = standard error

5.0 DISCUSSION AND RECOMMENDATION

Stress is a pervasive issue in the workplace, affecting employees' well-being and productivity. In the context of plantation employees in Indonesia, research suggests that social support, particularly emotional support, plays a crucial role in reducing stress levels (Damai et al., 2023). Employees working in plantations often face various stressors, such as demanding work conditions, long hours, and the pressure to meet productivity targets. These stressors can negatively impact their mental and physical health. However, the presence of strong emotional support from colleagues, supervisors, and even family members can significantly mitigate the effects of stress. Studies have shown that employees who perceive high levels of emotional support from their peers and supervisors experience lower levels of stress compared to those with low levels of support (Jackman et al., 2020). Emotional support entails having someone who can provide comfort, understanding, and encouragement during challenging times (Tucker et al., 2020). This type of support allows individuals to feel valued and validated, giving them the confidence and resilience to cope with stressful situations effectively (Saefudin et al., 2021). Furthermore, emotional support also helps in creating a sense of belonging and connection within the workplace. Employees who feel supported and connected to others are more likely to have a positive work environment, leading to higher job satisfaction and lower levels of stress (Imran et al., 2020). Overall, the research highlights that emotional support is a key factor in reducing stress among plantation employees in Indonesia. It is crucial for organizations to prioritize creating a supportive work environment where employees feel valued and can rely on their colleagues and supervisors for emotional support (Damai et al., 2023). This support can be fostered through team-building activities, open communication channels, and training programs that promote empathy and active listening skills (Devi, 2020). By prioritizing emotional support, organizations can help alleviate stress among plantation employees, contributing to improved well-being and overall productivity (Zulkefli et al., 2020). The availability of emotional support plays a significant regulating effect on the

relationship between stress and depression (Javaid et al., 2023). Overall, the key findings suggest that social support, particularly emotional support, is crucial in reducing stress levels among employees (Abunyewah et al. 2024).

The lack of significant predictive power of instrumental, informational, and appraisal support in reducing stress among factory workers may be attributed to several factors. First, the hierarchical and structured nature of factory environments often limits opportunities for employees to seek or receive these types of support, as decision-making and information flow are typically top-down (Wang et al., 2023). This organizational structure can hinder the effectiveness of instrumental and informational support, as employees may feel reluctant to seek assistance or may not have access to necessary resources (Du et al., 2020). Second, the repetitive and task-specific nature of factory work may reduce the perceived relevance of appraisal support, such as performance feedback, in mitigating stress (Sznajder et al., 2022). Employees might not view feedback as a form of support that alleviates stress but rather as a routine aspect of their job. Additionally, cultural factors may play a role; in some cultures, including certain Asian contexts, there is a tendency to avoid burdening others with one's problems, leading to underutilization of available support systems (Zheng et al., 2021). This cultural inclination can result in employees not seeking or valuing instrumental and informational support, thereby diminishing their impact on stress reduction. These insights align with previous research indicating that the effectiveness of social support types is context-dependent and influenced by organizational and cultural factors (Lanzl (2023); Choi, 2020; Zheng et al., 2021)

The study identified significant correlations between physiological and behavioral symptoms of stress and various forms of social support among factory workers. It indicated that emotional, instrumental, informational, and appraisal support all play a role in mitigating stress. Particularly, higher levels of emotional support were linked to lower overall stress levels, emphasizing its importance in reducing stress among industrial workers. Emotional support, characterized by comfort, understanding, and encouragement during challenging times, emerged as a crucial predictor of stress reduction. Interestingly, the study found no statistical differences between male and female respondents in stress levels or social support, suggesting a universal need for tailored interventions to enhance emotional support. Similarly, while no significant differences were observed between early adult and middle-aged respondents in stress levels, middle-aged participants reported slightly higher levels of social support, indicating potential age-related variations in the perception and receipt of social support. These findings have implications for workplace interventions aimed at mitigating stress. By emphasizing the significance of emotional support and recognizing its role in reducing stress levels, organizations can develop targeted interventions to enhance emotional support for all workers, irrespective of gender or age. Overall, the study underscores the importance of emotional support in alleviating stress among factory workers in Indonesia and highlights the need for interventions that focus on enhancing emotional support to improve overall well-being and productivity in the industrial workforce.

6.0 CONCLUSION

The study's conclusion emphasizes the pivotal role of emotional support in predicting and reducing stress among Indonesia's industrial workforce. The findings highlight that emotional support is a crucial factor in promoting psychological well-being and reducing overall stress levels. This suggests that creating a supportive environment where employees feel valued and can rely on their colleagues and supervisors for emotional support is essential in mitigating stress effectively. Furthermore, the study's results indicate that tailored interventions focusing on enhancing emotional support can benefit both male and female workers, as there were no significant age or gender differences observed in stress levels or social support. This universal relevance underscores the importance of prioritizing emotional support in industrial workplaces to improve well-being and productivity among employees. In summary, the study underscores the significance of emotional support as a key factor in reducing stress levels among Indonesia's industrial workforce. By fostering supportive environments and prioritizing emotional support through various initiatives such as team-building activities, open communication channels, and training programs that promote empathy and active listening skills, organizations can contribute to improved well-being and overall productivity in the industrial workforce. This finding is limited to factory workers at PT Anugrah Tanjung Medan, Indonesia and should not be generalized to other settings or populations.

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Conflicts of Interest

The author(s) declare(s) that there is no conflict of interest regarding the publication of this paper

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