

Communication Anxiety of Industrial Workers during the Covid-19 Pandemic: A Qualitative Descriptive Study in Indonesian Industrial Area

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Abstract

The Covid-19 pandemic has changed various aspects of life, especially in the employment sector. One significant impact is the communication anxiety experienced by industrial workers in their families due to economic and social uncertainty. This study aims to analyze the phenomenon of communication anxiety of industrial workers in the Ngoro Industri Persada area, focusing on how the pandemic affects communication patterns in families and their social interactions. This study uses a qualitative descriptive approach with a purposive sampling method in the selection of informants. Data were collected through observation, in-depth interviews, and documentation, and analyzed using data reduction techniques, data presentation, and conclusion drawn. The results of the study showed that there were variations in communication anxiety based on the social and economic status of workers. Married male workers experience anxiety about meeting family needs and facing changes in household dynamics, while single male workers experience more anxiety regarding the future of work and personal health. Married women workers face pressure to meet household needs as well as anxiety about their children's health and education, while single women workers feel anxious about the financial contribution of their families. These findings show that communication in the family is an important factor in dealing with the economic and social crisis caused by the pandemic. Therefore, a more effective interpersonal communication-based approach is needed to reduce the impact of anxiety in the work and family environment.

Keywords: Communication anxiety, Covid-19 pandemic, Industrial workers, Family communication

1.0. Introduction:

The Covid-19 pandemic has caused a multidimensional crisis that not only impacts the health sector but also the economy, social, and psychological of society at large. One of the sectors significantly affected is the manufacturing industry, where many workers experience layoffs, salary cuts, or uncertainty in their employment contracts (International Labour Organization [ILO](ILO-OECD, 2020).

Ngoro Industri Persada, as one of the largest industrial estates in Mojokerto Regency, has been greatly affected by this pandemic. Thousands of workers face pay cuts and layoffs, which not only impact their economic well-being but also affect communication patterns within their families and social interactions. In these conditions, industrial workers face a major dilemma between keeping a job amid health risks and facing financial

uncertainty that can impact their psychological state.

A similar situation also occurs in various other countries. A study by Kniffin et al. showed that workers in various sectors, including the manufacturing industry, experienced stress, communication anxiety, and psychological distress due to the pandemic (Kniffin et al., 2021). The United States experienced an increase in anxiety related to occupational safety during the COVID-19 pandemic. Amnesty International's report indicates that essential workers, including those in the industrial sector, often have to work without adequate protection, such as lack of access to personal protective equipment (PPE), which increases the risk of contracting the virus. This situation leads to increased stress and anxiety among workers due to concerns for their health and safety (Amnesty International Indonesia, 2020)

Various previous studies have contributed important insights into communication anxiety in the context of the Covid-19 pandemic. For example, a study by Dwi Hardani Oktawirawan highlights how communication anxiety in the context of online learning is increasing (Oktawirawan, 2020). A study in southwest England found evidence of a decline in well-being during the COVID-19 pandemic. Data from Simetrica-Jacobs and the London School of Economics and Political Science report that levels of well-being and psychological distress were substantially worse in April 2020 compared to April 2019 across a range of indicators. This pattern is consistent in all regions of the UK, between men and women, all ages, and various ethnicities (Rahmi, 2021). Other research also confirms that economic uncertainty during the pandemic directly impacted the increase in communication anxiety, especially among workers in Europe (Shen et al., 2021). Furthermore, Kniffin et al. emphasized that uncertain working conditions result in workers tending to close themselves off and reduce interpersonal interaction in the work environment.

In addition, Pasaribu research found that better interpersonal communication skills can help workers manage anxiety (Pasaribu et al., 2021). These findings reinforced by a report from the International Labour Organization (ILO-OECD, 2020) that emphasizes the impact of the pandemic on workers' psychological well-being. A study by Herawati also stated that financial stress and job uncertainty increase communication anxiety in families, thereby hindering openness in discussions between family members (Herawati et al., 2017).

Furthermore, recent studies have highlighted that not only is the financial aspect that triggers communication anxiety, but also that there are differences based on gender and social status. Kniffin et al. (Kniffin et al., 2021) and research by Aliffia show that female workers, especially those with family dependents, experience double pressure due to having to balance work and domestic affairs (Aliffia et al., 2022). On the other hand, some studies, such as those carried out by Divara, highlight that single women who have dependents tend to experience higher levels of communication anxiety due to the economic burden they have to bear on their own (Divara, 2023).

Research by Nguyen et al. (Nguyen et al., 2023) also provides an overview of how digitalization and the transition to remote work systems have changed communication patterns, adding a new dimension to communication anxiety among industrial workers. Wardasari et al. highlight the importance of the role of social support and communication training in reducing such anxiety (Wardasari & Destriy, 2023), while an analysis study by Rosyanti & Hadi confirms that communication training interventions can significantly reduce psychological distress in the work environment during crises (Rosyanti & Hadi, 2020).

These findings provide a strong basis for developing interventions that focus not only on economic aspects, but also on the development of interpersonal communication skills and the improvement of social support in work and family

environments. Thus, this study has high relevance and offers a direction for further research that can integrate communication training approaches, psychosocial support, and more adaptive employment policies to overcome communication anxiety in the context of the pandemic and post-pandemic.

In pandemic times, the boundaries between work and family are increasingly unclear, creating conflicts between the employees' work and family dimensions (Novitasari et al., 2020; Phillips et al., 2020; Vaziri et al., 2020). However, work and family conflict is not exclusive to pandemic situations (Powell, 2020). This conflict already existed before the pandemic and was rapidly growing due to the socio-economic changes that the world has been experiencing, it was only exacerbated by the presence of Covid-19 (Poggesi et al., 2019), affecting both developing and developed countries (Soomro et al., 2018)

Meanwhile, research by North & Fiske shows that many industrial workers face a negative impact on interpersonal communication, as economic pressures cause tensions in households and work environments (North & Fiske, 2015).

Apart from the industrial sector, communication anxiety also occurs in various other fields of work. In the education sector, teachers and education personnel face communication anxiety because they have to adapt to challenging online learning (Al Abiky, 2021). In the healthcare sector, medical personnel face high stress due to increased workloads and limited personal protective equipment, which leads to increased communication anxiety with patients and colleagues (Chow et al., 2020).

Thus, this study seeks to fill the gap in the study of communication anxiety of industrial workers in Indonesia, which has not been widely researched until now. The main focus of this study is how economic uncertainty and health risks during the pandemic affect the communication patterns of industrial workers in their families. This research offers novelty in several aspects that have not been widely discussed in the study of communication anxiety during the pandemic,

especially in the context of manufacturing industry workers in Indonesia. Most previous studies have highlighted the impact of the pandemic on the education and virtual communication sectors, as stated (Bhaumik et al., 2020; Onyema, 2020). Therefore, this study presents a different perspective by highlighting the communication experience of industrial workers who have received little attention in academic studies.

In addition, the study adopts an approach that considers the social and economic status of workers as factors shaping their experience of communication anxiety. Differences in social and economic conditions create a variety of experiences, where male and female workers face different challenges in communicating, both at home and at work. Similarly, marital status also affects their communication dynamics, with married workers tending to face greater pressure in balancing work and family demands than those who are single.

Furthermore, this study raises the context of communication in the family as the main aspect studied, by tracing how economic pressure during the pandemic affects the pattern of interaction between couples, parents and children, and between other family members. Rising economic tensions are causing changes in the way individuals communicate within households, both in the form of openness in discussing financial issues and in how they manage their emotions in the face of increasing pressure.

Thus, this study not only highlights the impact of the pandemic on the economic aspects of industrial workers, but also provides insight into how these conditions affect their communication dynamics in the family and social environment. This perspective makes an important contribution to understanding the complexity of industrial workers' communication experiences during global crises, as well as how they navigate the anxieties and pressures that arise in different aspects of their lives.

2.0. Methodology:

In this study, the approach used is qualitative descriptive which aims to deeply understand the experience of communication anxiety experienced

by industrial workers during the Covid-19 pandemic. This approach allows for an exploration of how industrial workers experience, interpret, and respond to economic pressures and changes in their communication patterns, both in the work environment and within the family. The qualitative approach was chosen because it allows researchers to explore subjective experiences that cannot be quantitatively measured, as suggested by (Creswell, 2007) in his approach to qualitative research as an exploration of social phenomena based on individual experiences.

To obtain rich and comprehensive data, this study uses in-depth interview techniques as the main method of data collection. Interviews were conducted with industrial workers in the Ngoro Industri Persada area, who were selected using the purposive sampling technique, which is based on certain criteria that are relevant to the research objectives. Purposive sampling allows researchers to select informants who have direct experience related to communication anxiety in the context of a pandemic, as described by Patton (Patton, 1990) that this method is effective in selecting individuals who can provide deep insight into the phenomenon being studied. The criteria used in the selection of informants included gender, marital status, and the level of economic uncertainty faced during the pandemic. By considering these factors, research can explore the variation in the experience of communication anxiety that is influenced by differences in workers' social and economic status.

In addition to in-depth interviews, the study also used participatory observation to understand how communication anxiety manifested in workers' daily interactions. Observations were made both in the workplace and in their social environment, by recording their communication patterns, emotional expressions, and how they managed anxiety in interactions with their partners, children, or coworkers. This observation is carried out in accordance with the Spradley method (Spradley, 2016), which emphasizes the importance of observing behavior in a natural context to understand the communication patterns

that arise in social interactions. In addition, secondary documentation such as employment policy reports during the pandemic, news on the economic impact on industrial workers, and previous studies were also used to enrich the analysis and provide a broader context for the findings of this study.

In analyzing the data obtained, this study applies a thematic analysis approach based on a model developed by Braun & Clarke (Clarke & Braun, 2017). Thematic analysis allows for the identification of patterns of meaning in qualitative data by organizing and interpreting findings based on key themes. Data from interview transcripts and observation notes were manually coded to identify key patterns in workers' experience of communication anxiety. The analysis process is carried out through three main stages, namely data reduction, data presentation, and drawing conclusions, as stated by Miles & Huberman (Miles & Huberman, 2019). Data reduction was carried out by filtering information relevant to the research objectives, while data presentation was carried out by grouping findings based on key themes, such as communication anxiety in the family, job uncertainty, and differences in experience based on gender.

To ensure the validity of the data, this study applies the triangulation technique of sources and methods as suggested by Denzin (Denzin & Giardina, 2009). Source triangulation was carried out by comparing the results of interviews from various informants who had different social and economic backgrounds, to ensure that the data obtained were not biased or subjective. Meanwhile, triangulation methods are carried out by combining interviews, observations, and document analysis to increase the credibility of the findings. In addition, a member checking technique is also used, where the results of the interview and initial interpretation are reconfirmed to the informant to ensure that the analysis carried out has accurately represented their experience. This technique is important in qualitative research to increase the validity of the data, as explained by Lincoln & Guba (Guba Lincoln, Yvonna S.,

1981)) who emphasized that the involvement of informants in the process of verifying research results can increase confidence in the findings of the research.

With a systematic approach to data collection, analysis, and validation, this research is expected to provide an in-depth understanding of how industrial workers experience communication anxiety during the pandemic, as well as how economic and social factors affect their communication dynamics in various aspects of life. This methodological approach also contributes to the development of the study of interpersonal communication in the context of economic and social crises that have an impact on interactions in the family and work environment.

3.0. Results and Discussion:

3.1. Communication Anxiety as the Impact of Economic Uncertainty:

The Covid-19 pandemic has created a wave of economic uncertainty that has an impact on industrial workers, including those who work at Ngoro Industri Persada. One of the most obvious impacts is communication anxiety, which arises due to economic pressures and future uncertainty. This anxiety not only occurs in an individual context, but also affects the way workers interact with their spouses, children, and coworkers.

Communication anxiety in this study is mainly related to increasing financial pressure. Most of the workers interviewed revealed that their income has decreased drastically due to salary cuts, reduced working hours, or even sudden layoffs. As a result, communication within the family becomes more tense because of economic needs that must still be met.

An informant, Budi (38 years old), a production worker, revealed:

"Every day I feel burdened with household affairs. In the past, before the pandemic, we were able to manage our finances better. Now, the money is getting less, and every time my wife asks about expenses, I feel depressed. I often avoid talking about money because I'm afraid it will end up fighting."

This situation is in line with Romo's research which found that workers who experience financial stress tend to avoid communication with their partners, as discussions about finances can trigger additional stress and conflict within the household (Romo, 2014). Cherlin also noted that industrial workers who face declining incomes experience increased communication anxiety in the family, which often leads to a decrease in openness in speaking.(Cherlin, 2014)

3.2 Future Uncertainty and Communication Anxiety in the Workplace:

In addition to the family, communication anxiety is also seen in the context of the workplace, especially among contract workers and young workers. Workers who do not have job security experience fear of losing their jobs, which causes them to be reluctant to speak up or complain to their superiors.

Rahman, 27, a contract worker in logistics, stated:

"I always feel worried at work. If I complained about the workload or asked about the certainty of the contract, I was afraid of being disloyal and ended up being fired. So, I prefer to be silent."

This tendency to refrain from communicating with superiors is in accordance with the findings of Herlina which states that workers who experience economic anxiety tend to avoid communication in the work environment for fear of negative consequences(Herlina, 2019). A study by the ILO also reported that young workers and contract workers are more susceptible to psychological stress due to job uncertainty during the pandemic, which ultimately impacts their communication patterns(ILO-OECD, 2020).

This uncertainty also causes many workers to find it difficult to communicate with their colleagues. Some informants mentioned that there is an increased sense of competition among fellow workers, because they feel they have to show higher productivity in order to stay in the company.

One of the informants, Agus (32 years old), a warehouse worker, said:

"Usually I often chat with my colleagues during breaks. But since the pandemic, the atmosphere has changed. Everyone is more focused on work because they are afraid of being fired. I also became more careful in my speech, afraid of saying the wrong thing that could cause problems."

This phenomenon is confirmed by Ersoy who found that a work environment full of uncertainty causes workers to close themselves off more and reduce social interaction with colleagues. In the long run, this condition can decrease solidarity in the workplace and increase the psychological burden of workers (Ersoy et al., 2023).

3.3. The Role of Gender in Industrial Worker Communication Anxiety:

Communication anxiety during the pandemic is not only influenced by economic aspects and job uncertainty, but also by gender roles in the household. The study found that female workers, especially those who are married and have children, experience a greater communication burden than male workers.

For example, Siti, 35, a worker in the packaging department, stated:

"At home, I have to take care of the children who are going to school online, while my husband continues to work outside the home. I often feel overwhelmed, but if I complain, I am even told that it is 'normal' to be a woman. I just kept quiet more often."

These findings corroborate the research of Kniffin et al. which found that women faced double pressure during the pandemic, especially because they had to manage their work while taking care of their families (Kniffin et al., 2021). Barnett also showed that women tend to experience higher communication anxiety than men, because they feel responsible for the balance of the household and children's education (Barnett et al., 2021).

3.4 Adaptation and Communication Strategies in Overcoming Anxiety:

Although communication anxiety has been a challenge for many industrial workers during the

pandemic, some of them have managed to find ways to adapt and manage the pressures they face. Various strategies are used to overcome such anxiety, especially in the context of family, social environment, and workplace. One of the main strategies that emerged in this study is increasing the openness of communication in families. Some workers began to discuss more often with their spouses about financial strategies and how to manage household expenses so that misunderstandings that lead to conflicts do not occur. With more open communication, they feel more supported in facing the economic challenges they face together during the pandemic.

In addition, workers who have a strong social network with coworkers or the community in their neighborhood tend to be better able to manage communication anxiety than those who lack social support. Relationships with fellow workers are a means to share experiences and get emotional support, especially in the face of economic uncertainty. In some cases, solidarity between workers helps them to stay psychological, both through discussions about survival strategies in the work environment and through social assistance provided between fellow workers.

Awareness of the importance of interpersonal communication skills is also a factor that helps workers in overcoming their anxiety. Some workers realize that managing emotions in communication, both at home and at work, is key to maintaining a more harmonious relationship. They began to be more careful in expressing their opinions, choosing the right time to discuss, and trying to control their emotional reactions in stressful situations.

A study conducted by Kuswanti shows that workers who have better interpersonal communication skills tend to be better able to manage their anxiety during the pandemic (Kuswanti et al., 2020). Meanwhile, research by Maha confirms that social support from family and community not only helps workers in reducing stress levels, but also contributes to improving their psychological well-

being(MAHA, 2024). Thus, openness of communication within the family, strong social support, and the ability to manage interpersonal communication are key factors in helping workers deal with communication anxiety arising from the impact of the Covid-19 pandemic.

3.5. Communication Anxiety and Economic Pressure in the Context of the Pandemic:

The results of this study revealed that communication anxiety experienced by industrial workers at Ngoro Industri Persada during the Covid-19 pandemic is closely related to the economic uncertainty they face. The drastic decrease in income due to salary cuts, reduction in working hours, and the threat of termination of employment caused communication in the family to become more strained. Workers who are the main breadwinners feel greater pressure because they have to explain difficult financial conditions to families, something that often ends in conflict and anxiety.

An informant, Budi (38 years old), a worker in the production department, described how difficult it is to talk about financial problems with his partner. He revealed that he often avoids discussing finances because he is worried that it will trigger a fight. These findings are in line with Herlina research, which showed that financial stress during the pandemic increased individuals' tendency to avoid communication, especially when it comes to household economic situations(Herlina, 2019). This is also supported by a study by Maha which noted that industrial workers who face income uncertainty experience increased communication anxiety in the family, resulting in a decrease in openness in speaking and interacting(MAHA, 2024).

Not only in the family, communication anxiety is also seen in the context of the work environment. Uncertainty regarding the sustainability of work has made many workers, especially those who are still in contract status, become more closed and reluctant to submit complaints to their superiors. The fear of losing their job causes them to suppress their feelings and choose to remain silent

despite facing increasingly difficult working conditions. Rahman (27 years old), a contract worker in the logistics department, revealed that he felt nervous every time he wanted to ask questions about the certainty of the employment contract. He prefers to remain silent because he is afraid of being considered a demanding worker and eventually his contract is not extended.

This situation is in line with the findings of Herlina, which show that workers in unstable economic conditions tend to suppress their communication, both in the work environment and at home, due to fear of negative consequences(Herlina, 2019). A study conducted by the ILO also highlighted that young workers and workers with non-permanent contracts experience greater psychological stress than those with permanent jobs, which then has an impact on their communication patterns at work and in their social lives(ILO-OECD, 2020)

3.6. Gender Impact on Communication Anxiety of Industrial Workers:

In addition to economic uncertainty, the study also found that communication anxiety experienced by industrial workers has a significant gender dimension. Female workers, especially those who are married and have children, face greater communication pressures than male workers. The dual responsibilities of workers and mothers who have to take care of children undergoing online learning make them more susceptible to stress and anxiety in communicating.

Siti, 35, a worker in the packaging department, revealed how she felt pressured because she had to divide her time between work and taking care of children who were studying from home. She often feels overwhelmed, but when she tries to express her complaints, her husband actually considers it part of her duty as a woman. This shows the existence of communication inequality in the household, where women are still burdened with social expectations to manage household affairs even though they also work full-time.

Research by Kniffin et al. confirmed that working women experienced greater psychological

pressure than men during the pandemic because they had to balance work with domestic responsibilities (Kniffin et al., 2021). This is also supported by the MR Rinaldi, R Yuniasanti study which states that women tend to experience higher communication anxiety than men, especially in the context of the family, because they often feel responsible for maintaining the balance of the household and ensuring all family needs are met (Santoso & Santosa, 2020).

Meanwhile, single female workers experience communication anxiety in different forms. Many of them feel burdened with the economic responsibility of helping their families, but at the same time face uncertainty at work. Rina, a 29-year-old administrative worker, said she had difficulty explaining to her family that her income had been reduced due to the salary cut. She is afraid of worrying her family, but on the other hand, she also feels pressured because she has to continue to make financial contributions to her parents and younger siblings.

These findings are in line with research by Lembang et al., which found that single women who had family dependents experienced higher communication stress than those who did not have dependents, because they felt responsible for their family's economic well-being (Lembang et al., 2021).

3.7. Adaptation Strategies in Dealing with Communication Anxiety:

Although many workers experience communication anxiety, some of them find ways to adapt and manage the psychological stress they face. One of the most commonly used strategies is to increase the openness of communication in the family, where workers begin to discuss more often with their spouses about household financial management strategies to avoid conflicts. In addition, some workers have also begun to be more active in taking advantage of social support from the community, both through interaction with fellow workers and through social relationships in their neighborhoods. Some workers also realize that developing interpersonal

communication skills can help them better manage anxiety. They are becoming more aware of the importance of managing emotions in communication, both at home and at work, to avoid unnecessary conflicts. Korkmaz (Korkmaz et al., 2020) showed that workers with better interpersonal communication skills tended to be better able to manage their anxiety during the pandemic, while Canavan found that social support from family and community played an important role in reducing stress levels and improving workers' psychological well-being (Canavan et al., 2000).

4.0. Conclusion:

The results of this study show that communication anxiety in industrial workers during the Covid-19 pandemic is greatly influenced by economic pressure, job uncertainty, and gender factors in the household. Married male workers are under pressure as the main breadwinners, while female workers face challenges in balancing work and domestic responsibilities. In the work environment, communication anxiety also has an impact on the relationship between workers and their superiors and co-workers. Many workers are afraid to speak up or express opinions because they are worried about the negative consequences for their work. However, some workers have managed to overcome their anxiety by building openness in communication within the family, taking advantage of social support, and improving interpersonal communication skills. By understanding the dynamics of communication anxiety, it is hoped that a more effective communication strategy can be developed in dealing with economic and social pressures due to the pandemic. Open communication, strong social support, and more adaptive policies can help workers better cope with these challenges in the future. Therefore, it is important for companies, governments, and working communities to develop communication strategies that are more inclusive and responsive to changing social and economic conditions.

5.0. Limitations of the Findings:

This study provides valuable insights into the communication anxiety experienced by industrial workers during the Covid-19 pandemic, but it has several limitations. The research is geographically restricted to the Ngoro Industri Persada area,

which allows for an in-depth analysis of local worker experiences but may not fully represent broader industrial conditions. Differences in employment policies, social support, and industrial sectors could lead to varied findings if the study were conducted elsewhere. Additionally, data collection primarily relied on in-depth interviews and observations, which, while useful, carry the risk of perceptual bias, as workers may filter their responses when discussing sensitive topics such as workplace pressures or domestic conflicts. Further limitations include the study's small sample size and limited demographic diversity, which affect the generalizability of the findings. Variations in gender, marital status, and job types were considered, but the number of informants in each category remained insufficient for broad conclusions. Additionally, the evolving social and economic landscape means that communication anxiety levels may fluctuate over time. While triangulation was used to enhance validity, the qualitative nature of the research leaves room for interpretative bias. Future studies should expand geographic scope, increase participant diversity, and incorporate mixed-method approaches to provide a more comprehensive understanding of communication anxiety among industrial workers

6.0. Practical Value of the Paper:

This research provides significant practical value by offering insights for companies, policymakers, worker organizations, and social communities in addressing communication anxiety among industrial workers during and after the Covid-19 pandemic. From a human resource perspective, the findings highlight how communication anxiety affects worker productivity and well-being, emphasizing the need for counseling programs, interpersonal communication training, and internal communication forums. For policymakers, the study underscores the importance of labor policies that promote job stability, worker protection, and transparent communication between employees and management to reduce workplace stress and uncertainty. Additionally, this research highlights the role of family and social support in mitigating

communication anxiety. It suggests developing family communication education programs and social support networks through worker organizations to strengthen resilience against economic pressures. Communication practitioners and industrial psychologists can also use these findings to design training modules that enhance interpersonal skills and assertive communication strategies for workers. Overall, the study provides practical guidance for fostering healthier work environments, improving social stability among working families, and strengthening psychological resilience among industrial workers facing economic challenges.

7.0. Directions for Future Research:

This study provides valuable insights into the communication anxiety of industrial workers during the Covid-19 pandemic, particularly in relation to economic pressures, gender differences, and communication dynamics in both work and family settings. However, future research can further explore this phenomenon by expanding the geographical scope and including different industrial sectors. Studying communication anxiety in sectors such as textiles, mining, or informal industries may reveal differences in job uncertainty, worker-management relations, and access to social and financial support.

Future studies should also compare industrial workers in urban and rural areas, as different economic and social contexts may shape their experiences. Additionally, a longitudinal approach is needed to assess the long-term impact of communication anxiety beyond the pandemic, including its effects on workplace and family communication. A mixed-methods approach combining qualitative and quantitative analysis would allow for broader statistical insights and a more comprehensive understanding of contributing factors.

Further research could also evaluate interventions to reduce communication anxiety, such as interpersonal communication training and psychosocial support programs. Investigating the

role of corporate and public policies, including workplace flexibility and counseling services, can provide insights into how policies can improve worker well-being. By expanding research scope, adopting diverse methodologies, and exploring solutions, future studies can make meaningful contributions to enhancing industrial workers' psychological resilience and communication quality.

8.0. Declaration of Conflict of Interest The authors declare no conflict of interest:

The authors declare no conflict of interest

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