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The Role of Social Support in Reducing Occupational Stress Among Couriers: Evidence from Semarang City, 2025

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Abstract

The courier profession involves stringent daily targets and substantial workloads, predisposing workers to occupational stress. According to the 2022 Health Safety Environment (HSE) data, approximately 870,000 workers experienced work-related stress, depression, and anxiety, with a prevalence of 2.6 per 100,000 workers. This study investigates demographic and occupational variables influencing work-related stress among couriers employed by the "X" expedition company in Semarang City, amid the rapid growth of e-commerce increasing service demands. A quantitative, observational-analytical study with a cross-sectional design was conducted. Data were collected through validated questionnaires from 86 couriers using total sampling. Due to the non-parametric dataset, Spearman's Rank correlation was employed. Results revealed a significant negative correlation between social support and work stress (p = 0.002; contingency coefficient = -0.327), indicating that increased social support reduces occupational stress. However, age (p = 0.425), tenure (p = 0.521), working duration (p = 0.757), educational attainment (p = 0.267), and workload intensity (p = 0.475) showed no significant correlation with stress levels. These findings emphasize the key role of social support in mitigating work stress. It is recommended that the company develop health policies that include wellness programs with social-emotional and psychological support through counseling, implement safe working hour policies, and provide training for supervisors and managers on open communication and stress management.

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Introduction

Platform-based jobs have grown rapidly, particularly in the transportation sector. Platform jobs are defined as jobs related to digital services that provide specific services to meet customer needs and simultaneously act as online marketplaces that match labor supply and demand (Habibi & ., 2018). One of the most common platform jobs is working as a package delivery or courier. Jobs in the transportation and warehousing sectors contribute significantly to Indonesia's economic growth (Putri et al., 2021). This is supported by the fact that the transportation and warehousing sector was able to grow after the pandemic compared to other sectors that experienced contraction. In 2022, the transportation and warehousing sector contributed 19.87% to Gross Domestic Product (GDP) and increased by 5.02% compared to the previous year's 3.24% (Hasna et al., 2022). Employment in the transportation and warehousing sector will continue to increase with the increasing number of existing e-commerce.

Based on Health Safety Environment (HSE) data, the total number of workers experiencing stress, depression, and anxiety related to their work is 870,000 workers, with a prevalence of 2.6 per 100,000 workers (Rahmadina et al., 2022). The results of a survey of 2,000 adults aged 18 and over regarding stress in the United Kingdom showed that employees working in logistics and transportation had a stress level of 34% and a workload of 31% (Adalia et al., 2025). The American Institute of Stress shows that as many as 83% of workers in the United States experience daily stress due to work and as many as 39% of workers stated that workload was the main cause of their stress (Saputra & Yuantari, 2023). Based on the

Indonesian health survey conducted by the Basic Health Research (Riskesdas), the proportion of depression in 15-24 year olds for jobs as drivers/laborers/housemaids is 2.3% (Ujab & Has, 2023). According to the National Institute for Occupational Safety and Health (NIOSH), job demands that do not match a worker's abilities, resources, or needs will result in job stress and adverse physical and emotional responses. High-pressure work situations can be a trigger for job stress that directly affects worker safety and health (Sauter et al., 2014). Work stress responses are divided into positive stress (eustress) and negative stress (destress). The eustress response stimulates individuals to transform stress into motivation and produce positive outcomes (Oktaviana, 2022). Meanwhile, the destress response stimulates individuals to transform stress into negative and detrimental effects (Oktaviana, 2022). Besides that, the impacts of work stress that have a negative impact on the company or workplace include negative traits, high absenteeism, losses, turnover, and dissatisfaction (Xie et al., 2021).

Previous research has shown that many couriers delivering packages in Bekasi City experience moderate levels of work stress (Candraditya & Dwiyanti, 2017). Another study found that 57 of 91 workers experienced high levels of work stress, which can potentially lead to burnout (Cahyadi, 2017). Chronic work stress responses, including mental, physical, and emotional fatigue due to work, can lead to burnout. Worker stress can be caused by fatigue, lack of sleep, family relationships, financial and work-related problems (Adalia et al., 2025). Furthermore, previous research has shown that organizational support is also a contributing factor to workers in the logistics sector experiencing work stress (Cahyadi, 2017). Research on couriers in China suggests that long working hours can lead to increased work stress, depression, and decreased worker well-being(Zulkifli et al., 2019).

Stress can arise due to a stressor, which then causes the body to react (strain) in various ways. According to Guridno, factors related to work stress originate from the individual, the organization, and the environment (Guridno & Efendi, 2021). Individual-based factors include age, education, family issues, work-life balance, length of service, and duration of employment. Age is the period a person has been through since birth. Age categories include infants and toddlers (less than 5 years), children (5-9 years), adolescents (10-18 years), adults (19-59 years), and the elderly (over 60 years)(Kementrian kesehatan RI, 2019). A person's physical and mental development changes with age, as does the tendency for someone to experience stress, especially in older adults (Asih et al., 2018)(Candraditya & Dwiyanti, 2017). Furthermore, workers with shorter work periods tend to experience greater work stress than workers with longer work periods. This is because new workers are adjusting to their current jobs (Ningrat & Mulyana, 2022).

Environmental stressors include the physical and non-physical work environment (Guridno & Efendi, 2021). According to the Canadian for Occupational Health and Safety, worker fatigue occurs due to the demands of performing rigorous work for long periods (CCOHS, 2018). Furthermore, work with insufficient rest periods can result in severe stress (Roboth, 2015). The non-physical work environment relates to conditions that can negatively impact workers, such as the demands of tasks assigned by superiors, relationships between coworkers, relationships between workers and superiors, and workers' abilities and skills. Work relationships have an impact on workers' mental or psychological well-being. Therefore, every company needs to create a healthy and harmonious work environment as a form of employee mental health management (W Enny, 2019).

Organizational stressors include workload, shift work, interpersonal demands, and social support (Guridno & Efendi, 2021). Physical workload can be exacerbated by excessive task demands, overtime, inadequate work facilities, and the lack of available health facilities to protect workers(Susiarty et al., 2019). For workers, mental workload will worsen if the work does not match their skills and abilities. Task demands in time workload are measured by punctuality in carrying out work, achieving targets, additional work hours (overtime), and the number of days worked (Budiasa, 2021). Most previous research still overlooks the complexity of social support in the context of platform-based workers. Social support in the workplace is essential for workers' psychological and physical well-being. Social support in the workplace is fostered by positive interactions between coordinators, coworkers, and the workplace environment (Septyarini, 2023). Social support stems from an individual's belief in positive feelings when they see others in need of support.

In 2023, Expedition "X" became the most popular delivery service compared to other expeditions with a percentage of 33.3% and increased to 50.9% in 2024 (*Top Brand Index*, 2025). The population of Semarang City in 2023 reached 1.6 million people with a stable economic growth rate. This illustrates that the need for logistics and goods distribution services is also high (Husna et al., 2024). Indonesian e-commerce statistics in 2023 show that the growth of Indonesian e-commerce has increased by 27.40% annually and large cities outside Jakarta such as Semarang City are the main contributors to growth in Central Java (Kusumatrisna et al., 2025). So the growth of e-commerce goes hand in hand with the increase in the volume of goods delivered through expedition services. This research aims to fill the

existing gap in previous studies that have not sufficiently highlighted the aspect of social support, particularly in the context of work stress among expedition couriers. Thus, this research provides novelty and significant contributions to understanding how social support can be an effective strategy in managing work stress, which is relevant to the real needs and challenges of the rapid growth of logistics services in Semarang City.

Based on the above explanation, the author is interested in conducting research to analyze and test the factors related to work stress with age, educational history, length of service, work duration, workload, and social support for couriers of the "X" expedition in Semarang City.

Methods

This research is quantitative, observational, and analytical with a *cross-sectional* approach. The study population consists of motorcycle couriers at the "X" expedition in Semarang City, who are located in 3 different areas: Central Semarang, North Semarang, and South Semarang. The sampling technique used total sampling, which involved the entire population of 86 respondents. The data was analyzed using the *Spearman's Rank* test. The variables of age, educational history, length of service, work duration, workload, and social support are independent variables. Meanwhile, the variable of work stress is the dependent variable.

Data collection in this study was done by distributing and disseminating questionnaires using interview, observational, and measurement methods. Interviews and observations were conducted with respondents regarding the variables of age, work experience, educational background, work duration, workload, social support, and work stress. To measure the workload variable, the measurement method involved weighing the workers to determine the number of calories they consumed daily reference SNI 7269 Year 2009. The results were then adjusted according to workload categories (Badan Standar Nasional, 2009). Social support was measured using a questionnaire modified from previous researchers. After modification, the questionnaire was retested for validity and reliability to ensure the accuracy and consistency of the measurement in this study. Work stress measurement for couriers uses the Health and Safety Executive Work-Related Stress Scale (HSE-WRSS) questionnaire as a reference, which was adapted into Indonesian by Grasiaswaty et al (Grasiaswaty et al., 2022).

The questionnaire, which includes variables such as age, work experience, educational background, work duration, social support, and work stress, can be completed thru Google Forms. Respondents are asked to answer honestly and truthfully, reflecting their actual circumstances. The questionnaire completion process was accompanied by interviews, which helped reduce the likelihood of misinterpretations and misunderstandings of the questions asked. This research has passed review by the Dian Nuswantoro University ethics commission with the issuance of an ethical clearance letter with Number: 000023/UNIVERSITAS DIAN NUSWANTORO/2025.

Results

This research was conducted at the "X" expedition in Semarang City. Based on table 1. the results of the frequency distribution are known that the majority of 86 respondents, namely 46 respondents (53.3%) are aged more than or equal to 31 years, 43 respondents (50.0%) have a work period of <21 months and ≥21 months, as many as 76 respondents (88.4%) have a work duration of more than or equal to 7 hours in one day, 74 respondents (86.0%) with a history of high school education / equivalent, 64 respondents (74.4%) have a moderate workload, 51 respondents (59.3%) are in the good category, and 47 respondents (54.7%) experience work stress in the high category.

Table 1. Frequency Distribution in Courier Expedition "X" in Semarang City

Variable	Frequency	%
Age		
< 31 Years Old	40	46.5
≥ 31 Years Old	46	53.5
Length of Service		
< 21 Month	43	50.0
≥ 21 Month	43	50.0
Work Duration		
< 7 Jam	10	11.6
≥ 7 Jam	76	88.4
Educational History		
Elementary school	1	1.2
Junior High School	4	4.7

Variable	Frequency	%
Senior High School	74	86.0
D3/D4/S1	7	8.1
Workload		
Light	19	22.1
Moderate	64	74.4
Heavy	3	3.5
Social Support		
Less Supportive	35	40.7
Supportive	51	59.3
Work Stress		
Low	39	45.3
High	47	54.7

Source: Processed Primary Data (2025)

Table 2. Frequency Distribution of Work Stress in "X" Expedition Couriers in Semarang City

Variable	Work Stress		Total
	Low	High	
Age			
< 31 Years Old	20	20	40
≥ 31 Years Old	19	27	46
Length of Service			
< 21 Month	21	22	43
≥ 21 Month	18	25	43
Work Duration			
< 7 Jam	5	5	10
≥ 7 Jam	34	42	76
Educational History			
Elementary school	1	0	1
Junior High School	2	2	4
Senior High School	34	40	74
D3/D4/S1	1	3	4
Workload			
Light	6	13	19
Moderate	33	31	64
Heavy	0	3	3
Social Support			
Less Supportive	9	26	35
Supportive	30	21	51

Source: Processed Primary Data (2025)

Table 3. Spearman Rank Test Results

Variable	p-value	contingency coefficient	Description
Age – Work Stress	0.425	0.087	no relationship
Length of Service– Work Stress	0.521	0.070	no relationship
Work Duration – Work Stress	0.757	0.034	no relationship
Educational History – Work Stress	0.267	0.121	no relationship
Workload – Work Stress	0.475	-0.078	no relationship
Social Support – Work Stress	0.002	-0.327	there is a relationship

***$p < 0.05$

Based on the data in table 3. Spearman's Rank Test on age shows a p-value of 0.425 (>0.05) or there is no relationship between age and work stress in couriers at the "X" expedition in Semarang City. Length of service shows a p-value of 0.521 (>0.05) or there is no relationship between length of service and work stress in couriers at the "X" expedition in Semarang City. Duration of service shows a p-value of 0.757 (>0.05) or there is no relationship between duration of service and work stress in couriers delivering

packages at the "X" expedition in Semarang City. Educational history shows a p-value of 0.267 (>0.05) or there is no relationship between educational history and work stress in couriers delivering packages in Semarang City. Workload shows a p-value of 0.475 (>0.05) or there is no relationship between workload and work stress in couriers at the "X" expedition in Semarang City. Meanwhile, the results of the Spearman Rank statistical test on social support showed that the p-value was 0.002 (<0.05) or there was a relationship between social support and work stress in package delivery couriers at the "X" expedition in Semarang City, 2025.

Table 4. Correlation Coefficient Results for Social Support

Variable	*Contingency Coefficient*
Social Support	- 0.327

Source: Processed Primary Data (2025)

Based on table 4. the Spearman Rank correlation value for the social support variable is negative with a contingency coefficient of -0.327, which means the social support variable has a low/weak relationship strength in influencing work stress. The direction of the correlation in the Spearman Rank test results shows a negative, meaning the greater the social support received, the less stress experienced.

Discussion

(1) The Relationship Between Age and Work Stress Among Couriers of Expedition "X" in Semarang City, 2025

Based on the statistical test results of the relationship between age and work stress in "X" expedition couriers in Semarang City, showed a p-value of 0.425 > 0.05, which means there is no relationship between age and work stress. The results of this study align with research by Habibi et al. on workers in production units, which showed no relationship between age and work stress. This study explained that there was no direct relationship between age and work stress, but it was moderated by gender (Habibi & ., 2018). Another study by Putri et al. explained that there was no relationship between age and work stress in employees (Putri et al., 2021). Furthermore, this is supported by Hasna et al., who proved that in their study there was no relationship between age and work stress in couriers, due to on the ground conditions, such as the weight of packages that need to be delivered, this provides a greater stressor for couriers compared to age(Hasna et al., 2022). However, the results of this study are inconsistent with the research by Rahmadina et al., which explained that there is a relationship between age and work stress (Rahmadina et al., 2022). This can be influenced by the different conditions during the Covid-19 pandemic, which tend to worsen job demands, while adulthood and health conditions also decline, increasing the risk of stress. The differences in research findings regarding the relationship between age and work stress are due to variations in job type, measurement methods, respondent characteristics, and the time and location of the research. Therefore, this relationship cannot be generalized without considering these factors.

Work stress arises from the presence of stressors or stress triggers. The couriers on the expedition may have their own responsibilities, including warehousing, package delivery, and package return to the warehouse, which could explain why there is no correlation between age and work stress. Each courier is also given a daily target and a number of packages to complete. Therefore, individual factors such as age are not a significant stressor influencing couriers' work stress.

(2) The Relationship between Length of Service and Job Stress in "X" Expedition Couriers in Semarang City, 2025

Based on the results of the statistical test of the relationship between Length of Service and Job Stress in "X" expedition couriers in Semarang City, showed a p-value of 0.521 > 0.05, which means there is no relationship between work period and work stress. The results of this study are in line with research by Rahmadina et al., which explains that there is no relationship between length of service and job stress in online motorcycle taxi drivers (Rahmadina et al., 2022). This is because the work system is carried out like the same routine, only picking up and dropping off passengers, the routine is the same as couriers delivering packages to buyers so there is no difference in task complexity based on length of service. Supported by Adalia et al., who stated that there is no relationship between length of service and job stress (Adalia et al., 2025). The main causes of job pressure are a point-based system with rigid goals and the same daily pattern. No matter how long a person has been working, this condition causes a continuous psychological strain and can result in stress accumulation because long experience does not immediately give additional coping mechanisms. However, the results of this study contradict Hasna et al., who proved there is a relationship between length of service and job stress in couriers (Hasna et al., 2022). Based on Hasna et al.'s research, it can be interpreted that

workers with long service periods tend to be able to control pressure or stress triggers that arise in the job compared to new workers (Hasna et al., 2022). Although workers with long service periods can improve their ability to deal with pressure, it does not rule out the possibility of workers experiencing stress due to the lack of different tasks or refreshment in the work environment, which can cause boredom.

The number of couriers at shipping company "X" with a work period of <21 months and ≥21 months was the same, at 43 respondents each. This may occur because courier employment contracts do not limit the minimum length of time they can remain employed as couriers at the shipping company. New employes must pass a 3-month probationary period before being officially accepted as couriers. During this 3-month process, their performance and work abilities are evaluated. If their performance is deemed poor, the employe cannot continue with the employment contract or will be terminated. New employes on probation can also experience stress due to a lack of adjustment to the work environment and other external triggers outside the organization that can affect work stress. The differences in research findings from several studies regarding the relationship between work tenure and work stress explain many interconnected and diverse components. Factors such as work tenure, the same work routine, and individual psychosocial factors like personality and coping mechanisms significantly influence how stress is perceived and managed. Therefore, understanding work stress needs to consider not only tenure but also the quality of tasks and the work environment experienced.

(3) The Relationship between Work Duration and Job Stress in "X" Expedition Couriers in Semarang City, 2025

Based on the results of research conducted on expedition couriers "X" in Semarang City, it was found that 10 respondents (11.6%) had a working duration of <7 hours and as many as 76 respondents (88.4%) had a working duration of ≥7 hours in one day. Many couriers have working hours of more than 7 hours because workers often find buyers with Cash on Delivery (COD) payments who have to return packages if the buyer is not at home. Some respondents from the interview said that the distance also affects the duration of work spent in one day.

The statistical test results showed a p-value of 0.757 > 0.05, which means there is no relationship between work period and work stress. This study contradicts Ujab et al., who explained that based on their research, there is an influence of work duration on work stress in employees (Ujab & Has, 2023). The lack of relationship between work duration and work stress can be explained based on the results of the conformity of statements from respondents answering the questionnaire, that respondents do not feel stressed by working hours that are too long. This is because the majority of couriers stated that the rest time provided was sufficient, which is 1 hour of work break, and there were no company regulations to complete deliveries at a specific time after 4:00 PM. The majority of couriers stated that after that time, they still delivered packages at an unspecified time, depending on the number of remaining undelivered packages. Some couriers mentioned that the longest delivery completion time was around 8:00 - 10:00 PM. The majority agree that after 12:00 WIB is a flexible time for couriers to deliver packages.

(4) The Relationship between Educational History and Work Stress in "X" Expedition Couriers in Semarang City, 2025

Based on the results of research conducted on the expedition courier "X" in Semarang City, it was found that 1 respondent (1.2%) had an elementary school education, 4 respondents (4.7%) had a junior high school/equivalent education, 74 respondents (86.0%) had a high school/equivalent education, 4 respondents (8.1%) had a D3/D4/S1 education. Many workers with a high school education prefer to work because of economic and social demands, lack of interest, and motivation to continue higher education.

The statistical test results show a p-value of 0.267 > 0.05, which means there is no relationship between educational history and work stress. This study contradicts Candraditya et al., who explained that there is a relationship between educational history and work stress (Candraditya & Dwiyanti, 2017). So the higher the level of education, the less likely a person is to experience work stress, and the lower the level of education, the greater the person is to experience work stress. However, the results of this study are in line with Adalia et al., who explained that there is no relationship between educational history and work stress in online motorcycle taxi drivers (Adalia et al., 2025). Then, according to Cahyadi, career paths are not influenced by educational levels. This is because there are no company regulations that stipulate education as a career path for online motorcycle taxi drivers, but rather work productivity (Cahyadi, 2017).

Based on the research results, it is known that all workers come from educational backgrounds such as elementary school, junior high school, high school, and D3/D4/S1. The stress experienced by couriers can also be influenced by the lack of management attention to the "X" expedition's non-formal

training programs, such as training on work priorities and time management, stress management training, and social support and mental health programs. Education does not always have a direct impact on the level of work stress because other factors such as social support also influence work stress. So it can be concluded that educational background is not a strong stressor that can influence someone to experience work stress.

(5) The Relationship between Workload and Work Stress in "X" Expedition Couriers in Semarang City, 2025

Based on the results of the statistical test of the relationship between workload and work stress in "X" expedition couriers in Semarang City, showed a p-value of 0.475 > 0.05, which means there is no relationship between workload and work stress. The results of this study contradict those of Zulkifli et al., who explained that there is a relationship between workload and job stress in employees (Zulkifli et al., 2019). This is supported by Fadillah et al., who proved that there is a relationship between workload and job stress in online motorcycle taxi drivers (Fadillah et al., 2020). However, the results of this study align with those of Habibi et al., who explained that there is no relationship between workload and job stress (Habibi & ., 2018).

The lack of correlation between workload and job stress in this study can be explained based on the results of the statement of the majority of respondents who answered the questionnaire, that respondents never neglected some tasks because they had too many other tasks to do. Supported by Habibi et al., explaining that most employees never face a heavy workload related to making important decisions that can impact their work (Habibi & ., 2018). In addition, based on the results of this study, most respondents had a light and moderate workload, meaning the workload was within the limits that were still acceptable to the respondents. However, this condition does not immediately eliminate the risk of fatigue. This statement is almost the same as research explaining that light or moderate workloads still affect fatigue in workers (Mahfiroh & Asfawi, 2024). This suggests that each person has a different threshold for how much work they can handle, and even a seemingly low effort can result in weariness if it is not counterbalanced by rest or effective time management. This can potentially lead to further work-related stress. This indicates that, even though workload is not the main stressor that causes stress, it still needs to be well managed to prevent it from being the primary source of stress at work in the future. The slow buildup of stress and exhaustion can deteriorate employees' mental health and drastically lower productivity if it is not properly managed.

(6) The Relationship between Social Support and Work Stress in "X" Expedition Couriers in Semarang City, 2025

Based on the results of the statistical test of the relationship between social support and work stress in "X" expedition couriers in Semarang City, showed a p-value of 0.002 < 0.05, which means there is a relationship between workload and job stress. The results of this study contradict those of Rahmadina et al., who found no relationship between social support and work stress (Rahmadina et al., 2022). Structural factors such as income uncertainty, job competition, and high task demands most significantly affect the work stress of online motorcycle taxi drivers, making it difficult to ensure that sufficient social support significantly reduces the impact of stress. However, this study aligns with those of Setyowati et al., who explained that there is a relationship between social support and work stress (Setyowati et al., 2017). This is supported by Cahyani et al.'s research, which explains that there is a relationship between social support and work stress. Social support can reduce the effects of work stress and improve employee performance(Cahyani & Frianto, 2019).

Social support in the workplace can be established through positive interactions between coordinators, coworkers, and the workplace environment. Research shows that the relationship between social support and work stress has a negative correlation coefficient (-0.327), meaning that the higher the social support received, the lower the stress levels experienced by workers, but this relationship is weak. Workers who receive good social support will experience lower stress levels than workers with less social support. This is evidenced by the number of respondents who received good social support and had low work stress, namely 30 respondents (58.8%).

Social support can take the form of appreciation for work completed and fostering good communication between employees and superiors. Building good communication can be done by:
1. Implementing an open and transparent communication culture, which means always informing about existing obstacles, whether from management to couriers or vise versa.
2. Utilizing communication media such as mobile phones thru group chats to speed up and facilitate the delivery of information between couriers and management.
3. Conducting regular briefings before starting work to ensure the delivery of new information or to ensure workers are ready to perform their duties.

4. Holding weekly or monthly meetings to discuss operational obstacles, upcoming target achievements, performance evaluations, and to strengthen relationships between workers and management.

Companies can implement preventive measures to raise awareness of the importance of managing stress within the organization by:

1. Ensuring workloads are appropriate for workers' abilities and resources.
2. Clearly defining workers' roles and responsibilities.
3. Providing opportunities for workers to participate in decision-making and actions that affect their work.
4. Offering opportunities for social interaction among workers, such as facilitating informal communication thru relaxation areas to build stronger relationships between employes.

Conclussion

Based on the results of research on factors related to work stress in couriers of expedition "X" in Semarang City, it was found that demographic and occupational factors such as age, length of service, duration of work, educational history, and workload did not show a significant relationship with work stress. This is indicated by a p-value greater than 0.05 for each of these variables, so they cannot be considered as the main cause of work stress in this expedition courier. In contrast, social support has a significant relationship with stress levels. A p-value of 0.002 and a negative correlation coefficient of -0.327 indicate that the higher the social support received, the lower the stress level experienced by couriers. However, this correlation is weak, suggesting that social support only makes a limited contribution to reducing work stress.

The social support referred to in this study relates to support and attention received from the organization or company, including support from superiors, coworkers, and the workplace environment. These findings confirm the importance of social support in managing workplace stress. Therefore, companies are expected to strengthen social support systems such as developing wellness programs as a key strategy for reducing work stress. These programs can include emotional and psychological social support thru counselling, implementing safe working hour policies, training for supervisors and managers on the importance of open communication, and stress management training. This approach is not only beneficial for reducing workers' psychological burden but can also support overall organizational productivity.

Institutional Review Board Statement

On behalf of the Research Ethics Committee (REC), ethical clearance has been granted for research protocol proposal Number : 000023/UNIVERSITAS DIAN NUSWANTORO/2025. This approval is based on 7 (seven) WHO 2011 Standard and Guidance part III, namely Ethical Basis for Decision-making with reference to the fulfilment of 2016 CIOMS Guideline.

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Conflicts of Interest

The authors declare no conflict of interest. The funding agency is not involved in the research design, data collection, analysis, or interpretation, nor does it play a role in manuscript writing or in making decisions about publishing the research results.

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