

Psychosocial Hazards Analysis in Assembly Production Workers in PT. Sarandi Karya Nugraha, Sukabumi

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ABSTRACT

Introduction: Psychosocial hazards are significant threats to the safety and health of workers, particularly in industries such as production. Based on preliminary observations, assembly workers in the production setting, known for requiring precision, face increased risk, specifically when confronted with elevated demand. Therefore, this study aimed to analyze psychosocial hazards among production workers at PT. Sarandi Karya Nugraha. **Method:** Qualitative descriptive approach was utilized for a case study conducted at PT. Sarandi Karya Nugraha from July to October 2020. A total of 4 informants was selected by purposive methods, and data were collected through in-depth interviews, observations, and document reviews. Meanwhile, thematic analysis was used to analyze the details obtained. **Result:** The results showed that there are 6 psychosocial hazard themes within the production department. These comprised role ambiguity, role conflict, quantitative workload, qualitative workload, responsibility to others, and career development. In addition, issues related to role conflict, quantitative overload, and career development persisted in the company. **Conclusion:** Organizations should create plans, policies, and opportunities for workers in the production department to gain assurance regarding career advancement. Additionally, a detailed description of work process in situations comprising quantitative workload should be created.

Keywords: psychosocial hazards, production workers, quantitative workload, qualitative workload, role conflict

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INTRODUCTION

The current global emphasis on health checks is increasing, facilitated by the accessibility of health information through social media platforms. As a result, public awareness regarding the significance of regular visits to healthcare facilities is increasing. This surge in awareness has led to a proportional increase in the establishment of clinics and hospitals across various regions, subsequently impacting the provision of hospital equipment and facilities to support community health services (Shin and Gim, 2021).

PT. Sarandi Karya Nugraha is a company specializing in the manufacture of hospital furniture, with the product falling into four categories, namely nursing, emergency, surgical, and medical types of furniture. The production volume is subject to

fluctuations due to the dynamic nature of consumer orders, particularly with the elevated demand for medical equipment during the COVID-19 pandemic in Indonesia. The establishment of an emergency hospital for pandemic response necessitates the procurement of patient beds.

The increase in production demand leads to elevated workloads, particularly impacting workers in the manufacturing sector. In terms of occupational psychosocial hazards, coping with an increased workload is a significant challenge. Recognizing the essential role of mental health in the workforce, the World Health Organization (WHO) has implemented diverse strategies for managing psychosocial hazards across various workplace settings (Saleha *et al.*, 2020).

Redjeki (2016) reported psychosocial hazards as a crucial aspect of workplace safety. Additionally, factors such as work shifts and interpersonal relationships among workers, superiors, or colleagues can significantly impact the occurrence of work-related illnesses and accidents.

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Hanani (2021) showed the impact of psychosocial hazards on the health of workers, citing symptoms such as headaches, respiratory problems, and skeletal muscle issues originating from work-related stress. Additionally, a study focusing on production workers explored the relationship between psychosocial work factors and work stress. The results showed that factors such as work schedules, role conflicts, role ambiguity, and interpersonal conflicts correlated with increased work stress among the production workforce of the company (Habibi and Jefri, 2018).

Environmental factors also play a crucial role in the manifestation of psychosocial hazards. In Kemala's (2018) study on factory workers, contributors to the emergence of these hazards were identified, including lighting conditions, vibrations, physiological aspects, psychosocial factors, and ergonomic environments.

Preliminary interviews at PT. Sarandi Karya Nugraha showed subjective discomfort among production workers, influencing overall productivity. Workplace accidents, such as injuries caused by gram shards hitting the eyes of workers due to the absence of personal protective equipment (PPE) and workers experiencing being pinched, tripped, or stepped on by old cables due to unsafe behavior, were reported. Derdowski and Mathisen (2023) stated that psychosocial hazards were possibly catalysts for both mental and physical health problems, potentially initiating unsafe behaviors leading to accidents. This was in line with the confirmation by Putri *et al.* (2023) of a significant relationship between psychosocial factors and the incidence of work accidents in production workers, indicating a decline in alertness. This collective evidence forms the foundation for conducting the study at PT. Sarandi Karya Nugraha to comprehensively analyze psychosocial hazards among production workers.

METHODS

This qualitative investigation adopted a case study method, focusing on a group of production workers at PT. Sarandi Karya Nugraha. The entire process was conducted between July and October 2020. The primary informants were selected from production workers' group, comprising two individuals selected through purposive sampling. Furthermore, the selection criteria included an active work status and a comprehensive understanding of

work context. To ensure the quality and credibility of the data, the number of informants was restricted until the collected details were considered sufficient and suitable. In addition to the primary informants, triangulated sources were incorporated to enhance validity. This entailed the identification of additional informants, including the head of the production department, who served as a support. The decision to include the head of the department was based on the expectation of providing valuable information and direct field-specific descriptions. Moreover, an HSE (Health and Safety Environment) supervisor was designated as an informed expert due to the expertise in occupational health. The supervisor played a crucial role in validating the responses of the main informant, adding a layer of credibility to the data. The table below provides details of the informants in the study:

In-depth interviews served as a primary tool for obtaining a qualitative understanding of psychosocial factors. The interview guide was crafted in line with psychosocial hazards' standards outlined in Ministry of Manpower Regulation No. 5 of 2018 regarding Occupational Safety and Health in Work Environment. The semi-structured in-depth interviews followed a flexible format, allowing for the exploration of questions using non-standard but situationally appropriate language (Indonesian Ministry of Manpower, 2018).

Thematic analysis was applied to analyze the interview data. This analytical approach comprised the generation of transcripts, followed by the systematic coding of responses to facilitate the grouping of themes and patterns. This study protocol was submitted for ethical clearance to the Research Ethics Commission of the Faculty of Health Sciences, Syarif Hidayatullah State Islamic University Jakarta, and approved with letter number: Un.01/F.10/KP.01.1/KE.SP/011.08.010/2020.

Table 1. Study Informant Types

Informant	Work Position	Code of Informant
Main Informant 1	Production Worker	IU1
Main Informant 2	Production Worker	IU2
Supporting Informants	Head of Production Department	IP
Key Informants	Health and Safety Environment Supervisor	IK

Source: Primary data, 2020

RESULT

PT. Sarandi Karya Nugraha is a manufacturing company specializing in the production of hospital patient bedding and other equipment. This company is located in the Sukabumi area, West Java, and was established on November 12th, 1997. The six processes used in making products were cutting, machining and bench work, welding, finishing, painting, and assembly.

Role Ambiguity

In the context of role ambiguity, interviews with supporting informants showed that workers in the production department identified the division of tasks and work descriptions to be comprehensible and clear for effective execution. Consequently, errors in task performance were minimized.

According to a key informant: *"The clarity of my responsibilities stems from the adherence to a standard operating procedure. Given the duration of my tenure, I have become adept at this role. The responsibilities also extend to overseeing the completion and assembly of products, guided by the*

instruction manuals I create to ensure the realization of the goal of the company" (IU1).

Another supporting informant elaborated *"Upon submitting my work plan to the Head of Section, the allocation of fieldwork commenced with a briefing led by the section head for each area. This included dividing the tasks for each team member, specifying the product details, and quantity, outlining the procedural steps, and culminating in a comprehensive work description"* (IP).

All informants affirmed that the duties and tasks in the production area were clearly defined. Well-versed in their responsibilities, the individuals efficiently performed duties under the guidance of the section head and in adherence to established procedures. In certain circumstances, workers might be required to extend beyond the designated roles, assisting in other work areas outside the primary duties.

"That is often what it used to be", according to primary informants. *"For instance, when I was assigned to assembly I frequently assisted in cases where there is a problem"* (IU1).

Table 2. Matrix of Psychosocial Hazards' Variable Statements

Theme	Significant Statement from Informant	Category	Informant			
			1	2	3	4
Role ambiguity	The tasks are easy to understand because in the morning there is a toolbox meeting to share and discuss work.	Work description is clear	√	√	√	√
	For example, if someone is sick, then the co-worker is assigned to do work. It will increase our workload, we rush to meet deadlines, and sometimes it is even more annoying.	Workers feel busy	√	√	√	√
	At least, this is the case, when the small parts are incomplete and the tools are lacking, then we have to replace the tools with other workers. It takes time to complete the task.	The effect of facilities on the quantity of products	√	√	√	√
Quantitative workload	A large number of deliveries will affect work and also become more extensive.	Quantitative workload assessment	√	√	√	√
	The workload is normal, but sometimes in certain situations, there will be an overtime.	Overtime will occur, only if the quantitative workload increase	√	√	√	√
Role conflict	Sometimes, our task is beyond our main task, so we must help other workers, which becomes heavier for us.	Work demands beyond the capacity	√	√	√	√
Qualitative Workload	It is not complicated, it is normal.	Qualitative work assessment	√	√	√	√
Responsibility to others	Production workers are all same, so it does not matters.	Influence the performance of peer-group	√	√	√	√
Career development	About the career path, it needs to be explained because it is a different in this company than others. At least the career advancement needs to be socialized by management.	Very limited opportunities regarding career development	√	√	√	√

This situation arises when other workers are unwell or unable to fulfill work responsibilities *"In situations with a sole team when workers are unwell or not in the optimal mood, experiencing dizziness, the persistent demands of work can be vexing. The pressure to meet product deadlines adds to the challenge,"* shared the informant (IU2).

Management also expects production workers to lend assistance in various work areas, including warehouses, or *"when other teams or superiors require support,"* as shown by key informants (IK).

Role Conflict

Specifically according to key informants, *"This used to be commonplace until today. For example, I often assist when assigned to the Assembling section"* (IU1).

Another key informant confirmed frequent assignments to the warehouse for duties. *"I was frequently tasked with assisting in the warehouse"* (IU2).

According to supporting informants in supervisory roles, *"Oh, for example, assisting in tasks beyond their primary responsibilities is essential. This results in additional demands that need to be met"* (IP). Consequently, when production workers are tasked with duties beyond their primary responsibilities and skill sets, they face challenges associated with role conflict.

Quantitative Workload

Almost all informants noted a consistent extension of their working hours beyond the usual. Tasks in high-volume areas were frequently mandated. According to key informants, production workers believe that the workload will increase when the company wants to send goods in large quantities.

"There should be a daily, monthly goal". "Now, our sales will increase when there is a specific season/seasons of rise in consumer demand" (IK).

The primary informant shared these sentiments: *"Yes, it will be more exhausting when there are more delivery requests, especially in the long run. Additionally, as the demand rises, more components are typically included, leading to an increased number of products that need attention in my area"* (IU2).

Qualitative Workload

The qualitative workload is the mental demands of workers while performing the duties,

irrespective of the complexity of the tasks or the use of advanced technology, which is also considered a part of psychosocial factors. However, in this study, qualitative workload factors were acceptable. The narratives of all informants indicate that the complexity of their work was not a significant concern, given the familiarity and experience with tasks.

"Maybe it is also not complicated, because everyone helps each other when trouble arises" (IP). This was stated by the supporting informants and production workers' supervisors.

According to the primary source, *"It is not difficult; you're used to it; maybe you just stick to work description. As a result, the results were also consistent with the goal of the company"* (IU 1).

Responsibility to Others

Dependence on others in the workplace includes a worker relying on external factors, including co-workers' career development, achievements, and the need to guide others in the realm of responsibility.

According to a key informant, *"I do not have the authority to regulate this"*. However, you are free to help your coworkers" (IK).

Contrary to the statement from the key informants, *"I do not think that is enough to secure his career, but what kind of impact does it have?" For example, if one or two workers are unfocused in a team, it will have an impact on their colleagues, hence, when something goes wrong in one group, the others suffer "* (IU1).

Based on observation, the furniture production cycle influences the results of the previous series of workers. Therefore, workers between sections need to be careful. In cases where something goes wrong, everyone in the same group will be affected.

Career Development

Career development factors play an essential role in understanding the impact of psychosocial hazards on workers. Motivation originates from the recognition that, under certain circumstances, a career can progress in direct correlation with workers' income and benefits.

At PT. Sarandi Karya Nugraha, explicit rules and regulations govern career advancement and promotion opportunities. For instance, in the event of a workers' resignation, the vacant position is subject to replacement. The career path initiation involves signing a contract, followed by a progression to journeyman status over three years—a challenge,

particularly for many production workers who function as contractors. Upon contract expiration, these workers often face termination by the company.

"It seems that the majority of production workers are contract workers," said the informant, "many contracts expire, leading to terminations. However, there exists a potential for rehiring. Despite the difficulties in navigating the career path, there are opportunities to ascend from the production department to roles such as section head or head of production" (IK).

One informant stated *"It is a bit difficult here,"* and key informant interviews shed light on the challenges in the organization. While the internship was supposed to last 3-6 months, they often extended beyond this period. Daily worker status, as mentioned by an informant, is expected to last a minimum of 3 years. *"However, surviving for such a duration poses challenges, given that daily workers lack work security provided by formal contracts and can be terminated at any time" (IU1).*

DISCUSSION

Role Ambiguity

Role ambiguity is the perception of workers of the adequacy of information needed to guide task execution. When information is obtained or clear, it can affect the ability to complete a work, leading to stress or frustration in achieving expected targets (Munandar, 2014).

Types of stressors included task, organizational, personal, and physical. According to (Sharma and Srivastava, 2020), conflict and ambiguity in the roles of people can trigger task stress. Role ambiguity arises when individuals demand clarification about the responsibilities, scope of work, or goals (Ickes *et al.*, 2021).

Productivity is closely related to workers feeling fairly treated and having a clear understanding of what is expected. Managers play an important role in creating a conducive environment by ensuring tasks are well-defined and roles are articulated, minimizing ambiguities (ILO, 2012a).

Statements from key informants showed that every job had an SOP (Standard Operating Procedure), serving as a comprehensive reference for workers in performing work. Some workers have personal experience and are thus familiar with the specific work requirements in the field.

Before starting work, every morning an explanation is given regarding the tasks of each worker in accordance with the daily target of the company. All informants stated that the duties were clearly defined. The individuals demonstrated a profound understanding of how to perform the tasks correctly, following the directions of the section head and adhering to the existing SOP. Supporting informants and experts concur that the management of the company adheres to a consistent practice of conducting morning briefings to provide workers with a clear understanding of what is required to meet work targets and goals.

Role Conflict

Role conflict, defined as the perception of tasks exceeding the mandated roles of workers, sometimes places additional demands on workers beyond the primary responsibilities (Munandar, 2014). Individual role expectations are strongly influenced by personal attributes and the scope of work (Sharmila and Vibhuti, 2021).

Role conflict in this study explains the description of the tasks given to workers outside of the designated roles. The results of interviews with informants showed that, under certain conditions, workers are demanded to perform tasks beyond primary responsibilities. For example, production workers in the assembly area were often tasked with additional duties in the warehouse area to meet the overall target of the company. While following the demands of the company, this situation introduces psychosocial challenges associated with role conflict, potentially leading to fatigue.

The key factor closely related to the development of stress is the role of an individual in the organization. When workers encounter conflicting work requirements or are obligated to perform tasks not in line with their inclinations, role conflict may arise. (Muis *et al.*, 2021).

Previous study on production workers established a relationship between role conflict and work stress. Workers frequently facing conflicting requests from colleagues, individuals may find themselves compelled to perform unusual and unacceptable tasks at times (Habibi and Jefri, 2018).

The role conflict that occurs is a combination of high work demands and low work control in a workplace. In situations where workers are unable to fulfill demands outside the designated roles

adequately, it may lead to disorders such as stress, fatigue, and physical health problems.

Quantitative Workloads

Quantitative overload in this study refers to the assessment and tasks assigned to workers. The result explains the workload based on the targets set by the company. All informants stated that the workload could increase when the company sends large quantities of goods.

The results of the interviews showed that the target of the company was obtained based on the number of pre-orders dropped and delivery time. PT. Sarandi Karya Nugraha implemented a make-to-order system where production is contingent upon consumer requests and the volume of goods to be dispatched on a given day. Consequently, an increase in POs directly correlates with a higher workload. Similarly, an elevation in the number of deliveries translates to increased work targets for workers. Workers stated that workload was also greatly influenced by the number of components available to assemble a finished product. However, it was stated that the targets set exceeded the usual benchmark, encouraging the company to extend working hours and allow overtime.

According to Etefa, Teklu and Teshome (2018), an increase in consumer demands leads to three times more stress among workers in the shoe manufacturing industry who work overtime. A high physical workload will increase workers' absenteeism, hence, it should be reduced (Hirokawa *et al.*, 2020).

Accompanied by time constraints, quantitative workload becomes an additional challenge, where individual decisions regarding control significantly impact work stress (Mohebi *et al.*, 2017). Workload, as a facet of work context, represents an interaction between workers and the challenges they face. This can result in various negative consequences, such as burnout, stress, and frustration (Chirico, 2016).

Quantitative workload may become excessive during certain seasons or periods when consumer demand peaks. For PT. Sarandi Karya Nugraha, demands from consumers or postal services typically spike at the beginning of the year or during specific times. An example is the pandemic in 2020 which hit Indonesia, thereby increasing consumer demand and affecting quantitative workload.

Qualitative Workloads

In this study, the qualitative definition of workload revolves around the perceptions of workers of the complexity or ease of completing tasks. Work experience and skills are considered coping strategies for managing this aspect (Munandar, 2014). Accumulating work experience enables workers to become more accustomed to their tasks, thereby reducing difficulties in fulfilling duties. Additionally, the support and assistance of colleagues naturally contribute to making the workload more manageable. Consequently, the description of psychosocial factors related to excessive workload is qualitatively perceived as less problematic as a trigger for work fatigue.

The results of this study showed that all respondents expressed a lack of complexity in work due to familiarity with the tasks. Based on the interviews, workers do not perceive tasks as complicated due to consistent performance. With extensive work experience, workers feel accustomed to the roles. A primary informant explained that production workers are comfortable with the assigned tasks due to mutual support and collaboration from colleagues.

According to a previous study, the use of automatic equipment in the workplace makes work easier without significant difficulties. It is most likely because workers are not expected to think when completing work objectives. The simplicity of the equipment and the low complexity of work reduce psychosocial hazards (Lubis, 2022). When workers believe they have developed a habit of completing work on time, the role of a relaxing atmosphere in the workplace becomes crucial. Widianti and Mardhiyah (2017) examined the perception of workers who consider the tasks to be simple. It is important to note that a free and relaxed work environment is also necessary to reduce psychosocial hazards associated with qualitative workloads.

Responsibility to Others

In the context of this study, the theme of responsibility to other people pertains to work-related obligations, comprising assessment of the role of workers and the impact on the development, welfare, and future career of fellow workers (Soelton, Amalia and Prasetyo, 2020; Soltan *et al.*, 2020).

Based on other reports, decision-making is a significant factor influencing responsibility toward others. When workers have to make a decision, it will affect the lives of others. For example, there is a delegation of authority and work responsibilities (Sharmila and Vibhuti, 2021).

In the case of production workers, uniformity in roles, positions, duties, and responsibilities ensures that the absence of workers do not impede the progress or career development of others. However, in a work environment, workers may still feel a sense of responsibility toward their colleagues. Suboptimal performance or failure to meet company standards can induce work stress as it is directly associated with the welfare of others. Taking responsibility for the careers of colleagues, including decisions that impact the professional trajectories, or providing guidance and assistance, constitutes a source of stress in terms of psychosocial hazards (Lubis, 2022).

According to other studies, the degree of responsibility toward others is also closely related to the dual roles of a worker, particularly in females. Single women are observed to have fewer responsibilities than those married with children (Andarini *et al.*, 2019).

In this present study, despite the shared positions, duties, and responsibilities among production workers, occasional situations arise where the mistake of a colleague can affect the team. However, these instances do not appear to impede the career development of others. Expert informants further stated that production workers were not inherently responsible for the career development of the peers.

Career Development

In this study, career development is defined as the perception of workers regarding the certainty of career advancement, leading to an improvement in professional status (Munandar, 2014). Furthermore, it is considered a means to reduce stress levels in the workplace (Pucangan and Indrawati, 2020).

Fostering an environment that encourages engaging projects and enables effective organization of work is crucial for enhancing workers' autonomy. Additionally, offering opportunities for both educational and occupational growth is essential in establishing clear career paths. This approach helps mitigate the stress arising from uncertainties in the career development of workers (Azizah, 2015).

All informants stated that unclear company policies presented a significant challenge to the career development of workers. The consensus among workers is that navigating the company career development landscape is intricate. The possibility of promotions or advancements in work positions is contingent upon specific conditions, as mentioned by supporting informants.

According to the ILO (2012b), ensuring fairness and equality in the treatment of career advancement is essential to prevent discrimination in career development, which can lead to stress and demotivation of workers.

Recognizing potential career paths as rewards is essential, as a dead-end career is identified as a significant factor contributing to workplace burnout. According to a study conducted on garment workers in Bangladesh, it is rare to identify an increase in career advancement, potentially disrupting the mental welfare of workers (Steinisch *et al.*, 2014).

A religious approach is a means to mitigate the adverse effects of psychosocial hazards is through a religious approach. According to Widiyono (2021), prayer is a therapy that can reduce psychosocial stress and positively affect mental health and optimism.

CONCLUSION

In conclusion, the results showed that PT. Sarandi Karya Nugraha had six themes related to psychosocial hazards. These included role ambiguity, role conflict, quantitative workload, qualitative workload, responsibility towards others, and career development. Themes related to role conflict, quantitative overload, and career development were identified as problems in the company. Meanwhile, role ambiguity, qualitative workload, and responsibility to others were considered not to cause psychosocial hazards.

Organizations should create plans, policies, and opportunities for workers in the production department to gain assurance regarding career advancement. Additionally, detailed descriptions of work processes including quantitative workloads need to be provided. Religious variables will be necessary for future studies, and experimental investigations are needed to examine differences in the negative impact of psychosocial hazards

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