

CHAPTER V

CLOSING

This chapter wraps up this thesis by summarising the main findings and their implications. It first restates how Indonesian workers and Turkish managers experience language barriers, top-down communication styles, and collective coping strategies, which answers the research questions. It then highlights what these insights mean for the communication theories, day-to-day management practice in labour-intensive workplaces, and for Indonesian society's wider discussion on respectful cross-cultural labour relations. Finally, it offers actionable recommendations for managers, employees, and future researchers.

5.1 Conclusion

This study set out to (1) identify the main communication barriers Indonesian employees face when working with Turkish managers in a labour-intensive furniture company and (2) explain how those employees respond to and navigate the barriers in their day-to-day tasks in the workplace. Through Descriptive Phenomenological Analysis of four in-depth interviews, five interconnected themes emerged that together answer the research objectives:

- a. **Language and communication challenges:** Workers struggle with unfamiliar sentence structures, translated wording, and accents. Misunderstandings often

arise when instructions are implicit or meanings differ, forcing employees to guess.

- b. Top-down communication and limited employee voice:** A power-distance hierarchy means Turkish managers speak firmly, set rules, and expect agreement. Indonesian staff feel nervous about seeking clarification or disagreeing.
- c. Employee's Meaning-Making and Response:** When instructions feel ambiguous, Indonesian workers try to understand the situation in which they interpret tone, body language, and past experience to guess the manager's true intent. Before reacting, they translate the message into their own thinking, then choose low-risk moves such as silent, strategic clarification, or asking a more senior peer, to avoid open confrontation yet still meet expectations.
- d. Peer support and adaptation strategies:** Rather than confronting superiors, workers consult co-workers and cross-check tasks or discuss work together. These collective coping tactics help with limited upward feedback. Additionally, due to collectivist culture and Face-Negotiation Theory, employees prioritise face-saving indirectly and avoid confrontation, even when instructions are unclear.
- e. Expectations for better understanding:** Informants expressed a desire for clearer, two-way communication and empathy from managers that bridges gaps, indicating that the current practices can and should improve.

Therefore, these findings show that most miscommunication is not mainly due to limited vocabulary. Instead, it comes from different cultural habits in how messages are delivered and interpreted. Turkish managers prefer quick and direct orders, which makes Indonesian workers need to look for hints in tone, phrasing, and word choice. Additionally, they show respect by not challenging authority. To cope, workers check with colleagues or staying silent even when confused. These tactics keep work on track, but they also hide unresolved stress.

5.2 Research Implications

This study has implications in the following fields: theoretical, practical, and social. The implications in these three fields come from the research findings in the field:

5.2.1 Theoretical Implications

Theoretically, this study uses Hall's high-context communication theory. Both Turkey and Indonesia are classed as high-context cultures, yet the results of the findings show a gap. This suggests that "high-context" should be seen as a flexible category, not fixed one.

Besides that, Hofstede's power-distance dimension and Ting-Toomey's Face Negotiation Theory are interlinked. It shows how a strict hierarchy lowers upward feedback, which in turn raises the need for indirect face protection. These frameworks help explain why workers try avoid open correction even when tasks are unclear.

In summary, this study shows that cultural theories work best when they are flexible and connected. Hall's idea of "high-context" shows how people's speaking style can shift with their role. At the same time, Hofstede's power distance and Ting-Toomey's face-saving ideas fit together: strong hierarchy limits open feedback, so workers protect themselves and their managers by speaking indirectly.

5.2.2 Practical Implications

Practically, this study shows that when Turkish supervisors give short, firm orders, Indonesian workers often feel unsure but stay quiet to maintain. A short training can fix this in which managers learn to add polite softeners, pause, and ask, "*Apakah sudah jelas?*" ("*Is that clear?*"). This small habit saves time, cuts rework, and lowers stress for everyone.

At the same time, workers need safe ways to ask questions. An anonymous question box or a rotating team speaker, who gathers doubts, lets staff check instructions without fear of disrespect. Additionally, pairing new hires with an experienced colleague could also help. Together, these low-cost steps in daily practice could increase both productivity and morale.

5.2.3 Social Implications

Socially, this study shows that clear, respectful talk in the company does more than boost production because it also influences people around the workers or the community. When Turkish managers slow down, soften their tone, and invite questions,

stress drops, and workers carry less worry at home. Families feel the difference, and local communities see a workplace that treats people with dignity.

Lastly, the study gives labour officials and industry groups that better communication rules, like short training for foreign managers or clear feedback for workers, can make workplaces safer and friendlier without much extra cost. If utilised across other foreign-owned companies, these steps could raise the overall standard of worker well-being in Indonesia.

5.3 Recommendations

This study gives only look at four Indonesian workers in one Turkish-owned furniture factory. To make the scope broader and stronger, later studies can build on these findings in several ways.

Researchers could explore other industries and other factory sites by doing similar interviews in other industries such as textiles, food lines, or construction sites, it might show whether the same language and culture problems appear outside furniture production. Comparing results across sectors will help see which issues are shared and which are unique.

Additionally, future research could bring in the managers' voices and include more participants. Talking with Turkish supervisors as well as Indonesian staff in more roles will give a fuller view of every side of the conversation. Adding surveys after the

interviews or using mixed-method research can turn stories into patterns that are easy to compare across many workers.

Lastly, testing other culture pairs, like Japanese bosses with Vietnamese workers or German bosses with Thai workers, will show whether the mix of power distance and face-saving found here repeats in other high-context settings. Cases like this follow the idea of exemplar generalisation, in which each rich data becomes a mirror that other factories can use to see where they match or differ. Taking these steps will give stronger, more complete findings of how workers and managers from different backgrounds come over or adapt in an intercultural setting.