The Influence of Empowerment and Workload on Turnover Intention through the Mediation of Emotional Exhaustion on Indonesian Garment Workers

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Abstract—This study aims to determine the factors that influence turnover intention on garment workers in Indonesia. This research is a part of the research conducted by the University of Indonesia (UI) research team, Tufts University (TU), Better Work-ILO (BW) and Real-Time Analytics (RTA) Vietnam and hence the data that is used is obtained from surveys which was carried out by the core research team. This study involved 2781 garment workers spread across five provinces in Indonesia were used as samples in this study. Hypotheses testing is done using the structural equation model (SEM) method. Data from group discussions was used to provide additional support to the results of the research. The results showed that empowerment negatively related to turnover intention and no significant relationship of workload on turnover intention. In addition, the results of the study also showed that emotional exhaustion fully mediated the linkage between workload and turnover intention in garment workers.

Index Terms— Empowerment, Emotional Exhaustion, Garment Workers, Indonesia, Turnover Intentions.

1 INTRODUCTION

THE textile and apparel industry is part of a customer-driven chain which means large consumers such as retailers and big marketers usually demand services at low prices but with high productivity [1]. Achievement of production targets is usually covered by applying overtime to workers. Overtime is a problem that occurs in 88% of manufacturers in Indonesia [2]. This high work demand in the textile and textile products industry can lead to high employee turnover rates. A garment factory, states that on average every month there are always workers who resign from their factories [3]. High employee turnover that can affect organizational performance is characterized by productivity indicators such as sales, profits, productivity, and customer satisfaction [4, 5]. Some studies in Bangladesh show a high turnover rate causes low productivity in workers [6, 7].

Given the importance of turnover towards an organization, various studies continue to be conducted to determine the causes of turnover in workers. Research conducted by [8] through a work agency in the United States, turnover intention can be used to predict turnover behavior in workers considering intention is one of the main behavioral predictors. Turnover intention itself can be defined as someone's intention to quit his job voluntarily [9]. Several factors causing turnover in textile and textile product workers in Bangladesh including low wages, job insecurity, termination of employment, payments that are not on time, excessive working hours, abuse by superiors, and lack of other facilities [6].

Several studies [10, 11] also connect emotional exhaustion with turnover intention. Reason that the emergence of turnover intention is a form of coping mechanism that is done by workers to overcome emotional exhaustion they experience [10]. Emotional exhaustion is one of the symptoms of burnout which is a state of fatigue due to the demands of excessive work for quite a long time [12, 13]. Emotional exhaustion is characterized by feelings of mental and emotional exhaustion and can cause various health problems and negative impacts on organizational outcomes such as decreased performance and decreased organizational commitment [14].

Job-Demand Resources Model [15] which states that emotional exhaustion is caused by excessive job demands in the workplace [11]. Job demand [16] is an aspect of work that requires physical or psychological effort from workers that can cause physical or psychological impacts on workers [11]. One example of job demands is a workload that represents the demands of the work and describes the situation where the workload is carried out more in a limited time [18]. In a study conducted by it was found that the workload is positively related to emotional exhaustion [19]. This is due to the workload acting as job demands that can consume workers' energy then cause stress related problems which can then cause health problems [19].

Given the magnitude of the impact caused by turnover on the company, various studies have been done on factors that can reduce the turnover rate of intention on workers. Empowerment is one of the factors associated with efforts to reduce turnover intention for workers [9]. Empowerment is a concept which until now has been associated with many kinds of individual outcomes such as organizational commitment [17, 20]; job satisfaction [21]; burnout [22, 23]; performance [24]; Organizational Citizenship Behavior [25]; innovation [26] and turnover intention [27].

This study aims to enrich the literature on turnover inten-

tion, especially in garment workers, by considering emotional exhaustion as a mediating variable in the workload and empowerment relationship and workload with turnover intention. Based on this description, there are two contributions given by this study. The first contribution is that this study seeks to confirm the research that has been done before regarding empowerment, workload, emotional exhaustion, and turnover intention. Although there are several literature that examine the role of emotional exhaustion as a mediating variable on the relationship of workload and turnover intention, but until the time this research was written, no literature that examined the role of mediating emotional exhaustion in empowerment relationships with turnover intention was found. Based on this description, it can be said that the second contribution in this study is to clarify the role of emotional exhaustion as a mediating variable in the workload and empowerment relationship with turnover intention.

2 Hypotheses Development

2.1 Empowerment

Job Demands-Resources (JD-R) model [28, 29] assumed that each job has risk factors (job demands) on one's mental or physical health and protective factors (job resources) that can help someone achieve their work goals. Through a process called job strains, the JD-R model explains that poor job design and chronic job demands deplete workers' mental and physical resources and cause fatigue to both physically and emotionally of workers [28, 29]. Meanwhile, job resources refer to physiological, psychological, social, and organizational aspects of work that can help to reduce the physiological and psychological impacts caused by job demands. Empowerment is one form of resources that can reduce the impact caused by job demands [30]. Karasek and Theorell implied that empowerment as competence leads to an increase in the ability to deal with job demands in the workplace so that it can act as a protective factor to the decline in health [31, 32].

Based on previous research, it can be seen that empowerment is perceived by individuals as resources given by organizations to individuals so that individuals feel they have an obligation to reciprocate this by increasing loyalty by continuing to work in the organization [33]. Several researchers [34, 35] also showed a significant negative relationship of empowerment to turnover intention.

H1. Empowerment is negatively related to emotional exhaustion.

H2. Empowerment is negatively related to turnover intention.

2.2 Workload

Through the Job Demand-Resources model (JD-R model) [28] stated that high job demands drained the physical and mental resources of workers so that it could cause fatigue to workers. Burnout, especially the aspect of emotional exhaustion, is an indicator that describes poor health in this model, while job demands are represented by excessive workloads [15, 16]. A also found a significant positive relationship of workload on turnover intention [19]. Based on this description, it is expected that there is a significant positive relationship of the workload on emotional exhaustion.

Based on research conducted in severel nursing home in Germany it was found that there was a positive relationship between workload and turnover intention on workers [36]. This research was also supported by research conducted in Pakistan which also shows that excessive workload can lead to turnover intention [37].

H3. Workload is positively related to emotional exhaustion.

H4. Workload is positively related to turnover intention

2.3 Emotional Exhaustion

Based on Conservation of Resources (COR) theory [38] it is known that individuals who feel emotionally tired will try to minimize further loss of resources. When this effort is unsuccessful the individual will carry out a coping mechanism in the form of withdrawal [39]. There are various kinds of withdrawal mechanisms, one of which is an increase in turnover intention. In line with this statement, research conducted in the U.S. showed that emotional exhaustion has a positive effect on turnover intention [10].

Based on research conducted in Australia [32] it was found that empowerment negatively affected turnover intention. Meanwhile several researches that were conducted showed that empowerment has a negative influence on emotional exhaustion [30, 34]. Based on this description, researchers want to see whether emotional exhaustion mediates empowerment relationships with turnover intention. Furthermore, a research also showed that workload has a positive effect on turnover intention [26]. In addition, in a study conducted by Moore [41] it was found that burnout jobs were a significant predictor of turnover intention. Not only that, this study also shows that workload is the most powerful predictor of burnout. Bakker, Demerouti, De Boer, and Schauefeli [28] stated that emotional exhaustion is the main dimension of burnout. So based on this description, researchers want to see whether emotional exhaustion mediates the workload relationship with turnover intention.

H6. Emotional exhaustion will mediate the relationship between empowerment and turnover intention.

H7. Emotional exhaustion will mediate the relationship between workload and turnover intention.

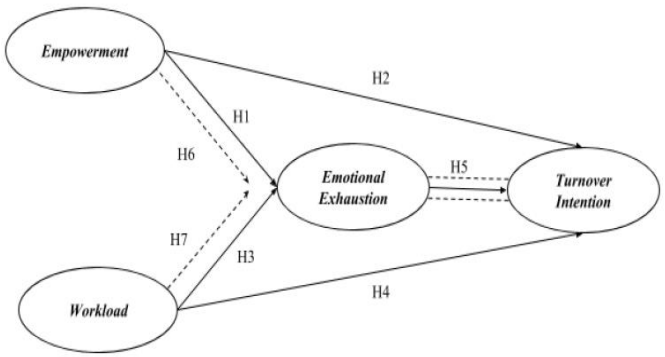

Fig. 1. Proposed path model. Modified from Boudrias, Morin, and Brodeur (2012); Thurston and Glendon (2018); Baeriswyl, Krause, Elfering, and Berset (2016); Mauno (2013); Jensen, Holten, Karpatschof, and Albertson

(2011).

3 METHOD

3.1 Study Procedure

This research was a part of umbrella research conducted by the University of Indonesia (UI) research team, Tufts University (TU), Better Work-ILO (BW) and Real-Time Analytics (RTA) Vietnam. Data was collected by asking respondents to fill out a questionnaire made by the research team. Prior to filling out the questionnaire, respondents had ascertained that the data obtained would only be used for research purposes. To support the results of the research, a focus group discussion was also conducted in several places in Bogor and Jogja by the umbrella research team.

3.2 Participant

Total number of respondents in this study was 3679 respondents. However, after cleaning the data, the number of valid respondents was 2781 respondents. Based on demographic characteristics (table 1), the majority of respondents were female (83%); about half aged from 24 to 38 years (58.6%); majorities were married (67.7%); and about one to third were junior high school graduates (37.1%). About half of the respondents were permanent workers (66.3%) and majorities worked as tailors (84.4%).

TABLE 1
DEMOGRAPHIC CHARACTERISTIC

	% of respondents
Gender	
Female	83
Male	17
Age groups	
≤ 23	22.6
24 – 38	58.4
39 - 53	18.7
≥ 54	0.3
Marrrital status	
Single	30.6
Married	67.8
Divorce /widow	1.5
Education	
Elementary school and below	6.7
Middle school	37.1
High school	32.7
Technical education	21.6
Diploma / graduate	1.9
Working status	
Temporary workers	33.2
Permanent workers	65.3
Others	1.4
Departement	
Tailoring	74.1
Technical	6.9
Quality control	6.8
Cutter	3.3
Helper	2.7
Packer	2.6
Others	3.5
Tenure	
< 3 years	32.5
3 – 5 years	28
6 – 10 years	22.3
≥ 11 years	16.6

3.3 Measures

All measuring instruments in this study used 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) unless stated differently.

Psychological empowerment. The competency dimension of the measuring scale developed by Spreitzer [42] was used to measure empowerment variables in this study. The number of items used was three items used to measure individual perceptions regarding perceived empowerment.

Workload. This study used an item that were adopted and modified from measurement tool developed by Cole, Panchanadeswaran, and Daining [43].

Emotional exhaustion. This study used two items adopted and modified from the Maslach Burnout Inventory [44].

Turnover Intention. This study used two items adopted and modified from the Michigan Organizational Assessment Questionnaire [45].

4 RESULTS

Table 2 shows descriptive statistics of the variables used in the study. Based on table 2 it can be seen that the level of empowerment possessed by workers is at a high level, which means that workers feel their skills in doing their work are quite high. From the same table it can also be seen that workers feel that the workload they have is at a moderate level. The results also showed that the average emotional exhaustion was in the low category. That is, the level of fatigue due to work demands felt by workers on average is low. While for the turnover intention variable, the average value is included in the low category. So that it can be interpreted that the average worker has a low willingness to get out of his job.

TABLE 2
DESCRIPTIVE STATISTIC

	SD	Mean	Interval
Empowerment	0.41	3.94	High
Workload	0.80	2.46	Medium
Emotional Exhaustion	0.82	1.84	Low
Turnover Intention	0.77	2.03	Low

The normed chi square showed the ratio 7: 1. Hair, Black, Babin, and Anderson [46] stated that the value of normed chi-square ratio 3: 1 illustrated a good match in a model. However, this ratio could not be applied to studies with samples more than 750 due to the sensitivity of this ratio to the number

of samples used in the study [46]. Meanwhile, the values of other compatibility tests such as GFI (0.98), RMSEA (0.98) with 90% confidence intervals (0.040 to 0.054), SRMR (0.028), and CFI (0.98) indicated a good fit to the observed data. Based on table 2 which shows the discriminant validity statistic. Hair, Black, Babin, & Anderson [46] stated that measuring instruments were reliable if the value of construct reliability (CR) is more than or equal to 0.6. Based on table 3, it could be seen that the CR values of all variables in the measuring instrument have met these requirement. Meanwhile the measuring instrument was also said to be reliable if the value of the variance extracted measure (VE) was more than or equal to 0.5. Based on table 2, it could be seen that only the turnover intention variable did not meet these requirements. However, Fornell and Lacker [47] say that the value of VE below 0.5 could still be received if the CR value was greater than 0.6. Based on this statement, it could be concluded that the instrument used to measure the turnover intention in this research were reliable.

TABLE 3
VARIABLE VALIDITY STATISTIC

	CR	VE
Empowerment	.877	.784
Workload	.694	.532
Emotional Exhaustion	.769	.533
Turnover Intention	.636	.648

Based on table 4, it can be seen that hypothesis 2 which tests the hypothesis that empowerment has a significant negative relationship to turnover intention shows a statistically significant value and the direction of the relationship that is in line with expectations (p = -9.86, β = -0.24) so that hypothesis 2 be accepted. Hypothesis 3 tests that the workload has a significant positive effect on emotional exhaustion which has a statistically significant value (p = 18.77, β = 0.74) and the direction of the relationship as expected so that hypothesis 3 is also accepted. Hypothesis 5 which tests that there is a positive relationship between emotional exhaustion and turnover intention also shows a statistically significant number (p = 5.07, β = 0.31) and has the direction of the relationship as expected so that it can be said that hypothesis 5 is accepted. While hypothesis 1 which predicts the relationship between emotional exhaustion empowerment failed to be accepted. This is due to not achieving the value of acceptance of the hypothesis (p = -1.35, β = -0.04) even though the direction of the relationship is as expected. Rejection also occurs in hypothesis 4 which tests workload relationships with turnover intention. The significance value of the relationship failed to reach the acceptance value of the hypothesis (p = 1.09, β = 0.07) even though the direction of the relationship was in the expected direction.

TABLE 4
HYPOTHESES TESTING

	p	β	Remarks
E → EE	-1.35	-0.04	Hypothesis 1 rejected
E → TI	-9.86	-0.24	Hypothesis 2 accepted
W → EE	18.77	0.74	Hypothesis 3 accepted
W → TI	1.09	0.07	Hypothesis 4 rejected
EE → TI	5.07	0.31	Hypothesis 5 accepted

Hypotheses 6 and 7 examine the role of emotional exhaustion as a mediating variable between empowerment (hypothesis 6) and workload (hypothesis 7) with turnover intention. Hypothesis 6 which tests the effect of emotional exhaustion as a mediating variable on empowerment relationships with failed turnover intention is accepted. This is due to the absence of the relationship between the independent empowerment variable and the emotional exhaustion mediation variable (p = -1.35, β = -0.04) so that the emotional exhaustion variable does not mediate in this relationship. Meanwhile, hypothesis 7 which tested the role of emotional exhaustion as a mediating variable in the workload relationship with turnover intention. Based on the table 5 it was also found that there was no significant relationship between the independent variable workload and the independent variable turnover intention so that the type of mediation that exists in this relationship is full mediation.

TABLE 5
MEDIATION EFFECT

	Direct Effect	Indirect effect	Total Effect
E → EE → TI	-0.24	-0.01	-0.25
W → EE → TI	0.07	0.23	0.29

5 DISCUSSION

This study aims to determine the factors that influence turnover intention on garment workers. As expected emotional exhaustion and empowerment affect turnover intention. In addition, based on the results of the research that has been conducted, it is also seen that the relationship found in empowerment with workload is a direct relationship. As with the relationship between workload and turnover intention, it is mediated fully by emotional exhaustion. In addition to confirming the results of previous studies, the results of this study also help explain how workers' perceptions of their workload can lead to emotional exhaustion which can subsequently lead to voluntary desires for workers to leave their organizations.

As with previous research, hypothesis 2 says that psychological empowerment has a negative effect on acceptable turnover intention. However, hypothesis 1 which says that empowerment has a negative effect on emotional exhaustion failed to be accepted. Research differences may be caused. Research conducted by Schermuly, Schermuly, & Meyer [21] also shows no significant relationship between empowerment with emotional exhaustion.

The reason that might cause workload can not cause turnover intention is the existence of support received by workers both from the work environment and from their families so that the workload does not cause the desire of workers to leave their jobs. This was also supported by a statement from

sources that was obtained from a focus group discussion that implies that getting support from friends and family creates a feeling of comfort so that workers do not want to leave their jobs even though the workload they have is felt quite a lot. Research conducted by Kim and Stoner [48] also shows that a supportive work environment helps workers to maintain their attachment to their organization.

6 Practical Implication

There are a number of managerial implications that can be taken from the research conducted. The first managerial implication is the need to do a better time study so that management can better adjust the target with the time needed by workers to complete their work. Better time study is expected to encourage better management of workloads of workers to reduce the possibility of emotional exhaustion on workers and therefore can indirectly reduce the desire for workers to leave their jobs.

7 Limitation

As with previous studies, this study has several research limitations that might influence the conclusions of this study. The first limitation is related to the number of items used in the measurement instrument used in this study. So that researchers suggest adding items to the measuring instrument related to empowerment, emotional exhaustion, and turnover intention variables in future studies. The next limitation is the limitations associated with measuring instruments used to measure workload variables. The measurement of workload variables is based on subjective judgments of workers. The use of subjective judgments is susceptible to the occurrence of bias in the measurement results, so it is suggested in future studies to use other methods as a measure of workload.

8 Summary

The contribution given by this study to literature related to turnover intention is to provide support that empowerment, workload, and emotional exhaustion are factors that related to turnover intention among Indonesian garment workers. We hope that our research can encourage further research related to the relationship of empowerment, workload, and emotional exhaustion on turnover intention so that it can then provide input regarding ways to reduce turnover rates for garment workers in Indonesia.

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