



“Empowering Women through Human Workplaces” Conceptual Framework

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In May 2017, members of the RT Analytics, Tufts University and University of Indonesia teams met in Jakarta, Indonesia and developed a conceptual framework to guide the project, shown in Figure 1. This framework was key in the development of the study from dictating what questions should be asked in the survey instruments to guiding the focus of analysis. Much of the research from this study has come from studying specific channels of this framework to determine what parts of the theory were supported empirically. Figure 2 gives the survey questions used to measure each variable in the framework. The full set of survey questions can be found [here](#).

The Summary of Conceptual Model:

This research will propose two psychological aspects, namely cognitive load and growth mindset. **Cognitive load** could be defined as the mental effort experienced by a learner when performing a certain task (Paas et al., 2005). Dweck and Leggett (1988) proposed that growth mindset creates frameworks for interpreting and responding to the events that is experienced by individuals. Meanwhile, Vandewalle (2012) stated that individuals who had **growth mindset** tend to see the poor performance or intelligence as a potential signal of the need for more effort and an improved strategy that related to the need for growth. **Cognitive load (1) and growth mindset (2) have a relationship with training** (Mugford, 2013; Auten, 2013), **but only growth mindset has relationship with empowerment (3)** (Jha, 2010). **Training** refers to a planned intervention that is designed to enhance the determinants of individual job performance (Chiaburu & Tekleab, 2005). Moreover, **empowerment** refers to a management practice in which decision-making authority is “pushed” from higher levels of an organization to lower levels by increasing the availability of resources and information to lower levels (Solansky, 2014).

Employers should also focus on working conditions of employees. **Working conditions** are the conditions which cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace (International Labour Organization/ILO). The study also evaluates garment industry that is brought by Better Work, a joint program of the ILO and the International Finance Corporation (IFC), whose vision is to improve working conditions in the garment industry and to make the sector more competitive, whether its programs bring different working condition outcomes (Brown et al., 2016). This research examines some factors, such as working hours, compensation, verbal abuse, thirst and hunger, stereotype threat or discrimination, supervisor context, and physical condition. **Good working conditions could directly lead to a good health conditions of employees (4)**. On the other hand, heavy manual labors may lead to overuse and injury of the musculoskeletal

system (Lee, 2002), and bad characteristics of work organizations may lead to decrease mental and psychosocial health (Rochha, 2004).

Working conditions (5), training and promotion (6), and empowerment (7) have relationships with job satisfaction. Job satisfaction is a positive emotional state resulted from a person's job or experiences appraisal (Judge & Klingner, 2008). Previous study by Naveed (2016) revealed that **good working conditions lead to job satisfaction.** Employees are most satisfied with their own work, supervisors, coworkers, any kind of appreciation, organization's policy, benefits and pay. Moreover, a greater sense of satisfaction is perceived by high tenure employees. However, employees respond unfavorably to restrictive work environments, thus organizations should create facilitative environments which encourage high level of job satisfaction. Furthermore, Hendrix (1983) explained that **training programs and promotional opportunities** for the entry-level employees and the management trainees **increase job satisfaction** for the new and career-minded employees. A previous study also indicated that **psychological empowerment affects job satisfaction** (Seibert, 2004).

In turn, job satisfaction has a relationship with workers' health condition (8). The relationship is particularly impressive for aspects of mental health, such as burnout, lowered self-esteem, anxiety, and depression. Therefore, it is confirmed that dissatisfaction at work can be hazardous to an employee's mental health and wellbeing (Faragher, Cass & Cooper, 2013). Moreover, satisfaction in life and work was an important protective factor against mental and psychosocial health effects of systems' analysts work (Rochha, 2004).

Job satisfaction also impacts turnover intention (9) and life satisfaction (12). Turnover intention refers to a conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993). Katak, Futrell & Sager (1992) indicated that there is a strong correlation between job satisfaction and life satisfaction regardless of job level. Another study revealed that job satisfaction is one of the independent variables affecting employees' turnover intention. This knowledge implies that managers should focus on employees' job satisfaction in order to retain valued employees (Zeytinoglu et al., 2007). Meanwhile, **life satisfaction** could be defined as emotional reactions of an individual outside his/ her working life or a general attitude of the individual towards life (Zhao et al., 2016).

Other factors which lead to turnover intention are work-life balance (10) and emotional exhaustion (11). Work-life balance is defined as being an individual's assessment of how good a person can balance their multiple life roles (Haar et al., 2014). The ideal work-life balance condition is not the same for each individual and might change over the time. Workers

will experience balance between their work and life condition when they harmonize their paid employment needs in relation to those related with private and family life. Role expectations or responsibilities of the two domains are not always compatible which creates **conflict** between work and family, so that “participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Netemeyer, Boles & McMurrian, 1996). A model explains domain-specific predictors-to-outcomes which suggests **family interference with work (FIW)** directly leads to work outcomes such as high turnover intention (Frone et al. 1997), presumably through spillover mechanisms (Crouter, 1984). Another model rooted in the stress management literature suggests that **work interference with family (WIF)** directly affects withdrawal from work (Greenhaus et al. 2003) because individuals are willing to minimize their stressors. Another study stated that FIW is more likely associated with turnover intentions through its influence on employees’ work overload (Post, 2009).

Meanwhile, **emotional exhaustion** refers to feeling of overstrain, tiredness, or fatigue resulting from emotionally overtaxing work (Maslach & Jackson, 1981). It is a strong dimension explaining job burnout which is a prolonged response to chronic emotional and interpersonal stressors on the job. It may lead to influence individual’s physiological, psychological, or behavior at work.

Figure 1: The Conceptual Model

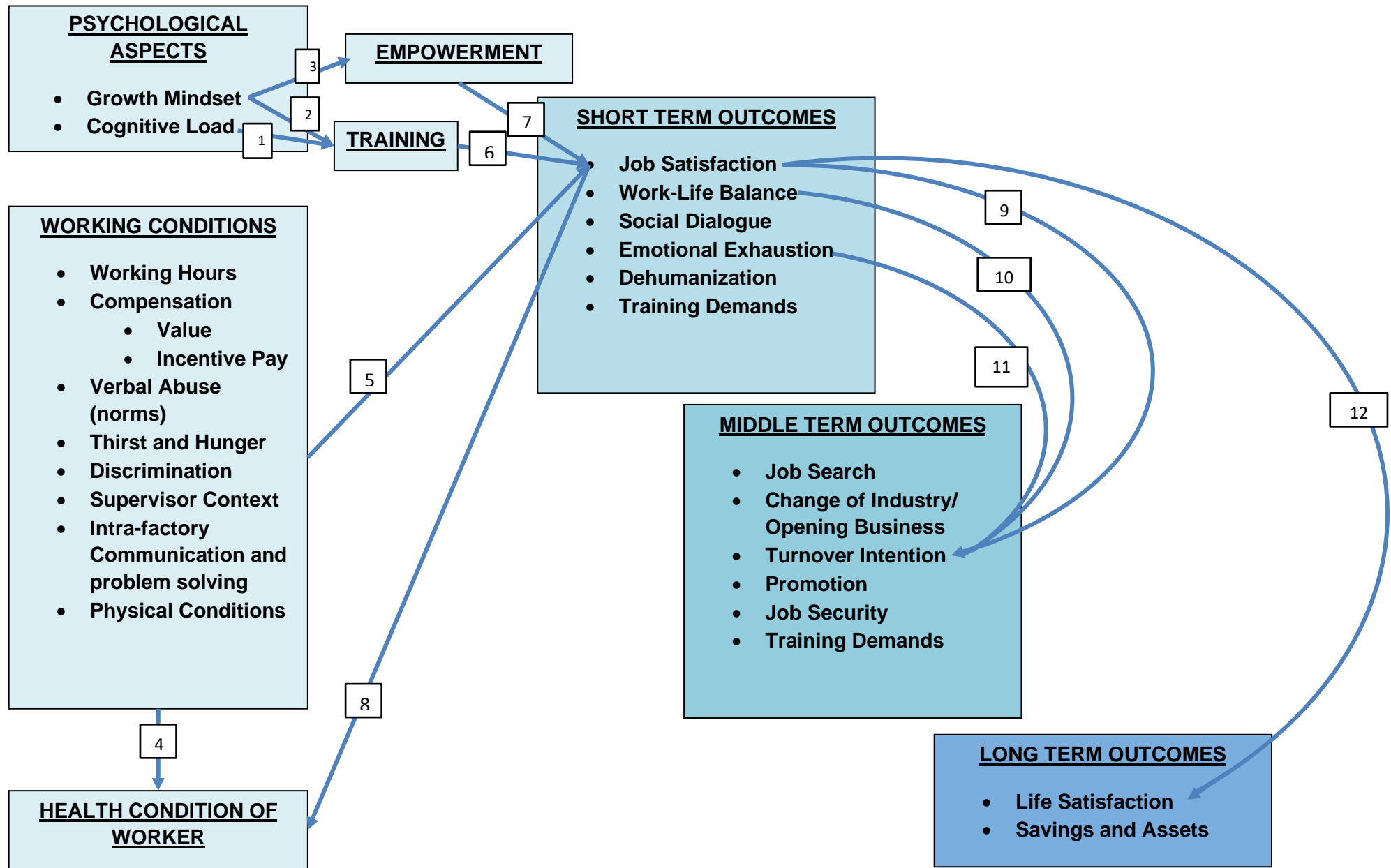
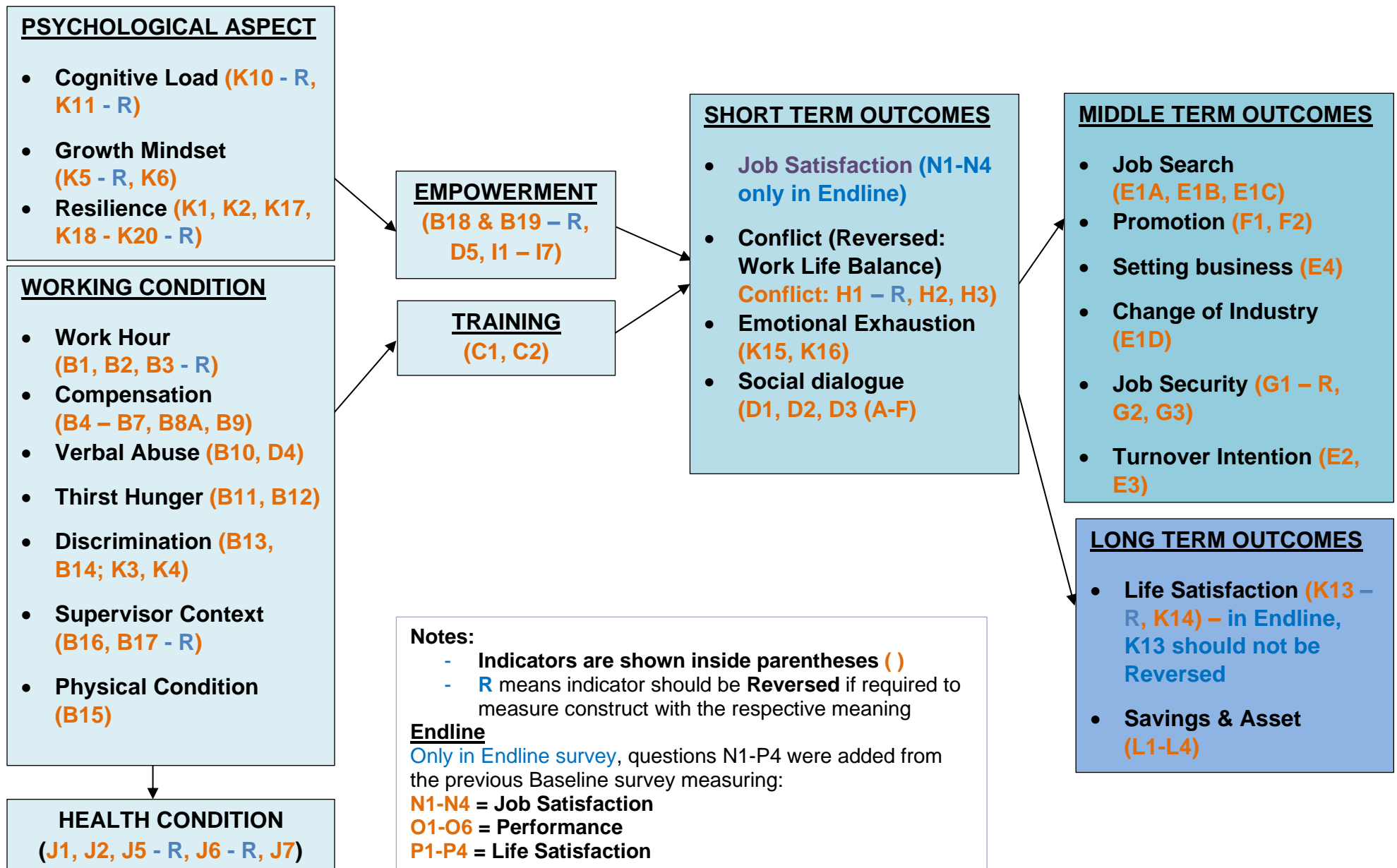


Figure 2: Conceptual Model and Measurement Details



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