

Workers In The Garment Industry: Revealing The ‘Black Box’ Between Working Conditions And Turnover Intention

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ABSTRACT

Workers are important internal stakeholders for companies in various industries, including the garment sector. When many workers have an intention to quit, it potentially inhibits the company’s ability to maximize profits since the production of goods would not be optimized. Increased intention to quit may result from poor factory working conditions. Therefore, this research examines the ‘black box’ of the relationship between working conditions and turnover intention in Indonesia’s garment industry. Research data was obtained from 3,132 workers and was analyzed through Structural Equation Modeling (SEM) Lisrel using confirmatory factor analysis. Results indicate that, when workers felt that their working conditions were bad, the level of turnover intention increased through several mechanisms. Bad working conditions escalate cognitive load. As cognitive load increases, workers might feel emotional exhaustion and work-family conflict. That emotional exhaustion would then encourage turnover intention. On the other hand, the work-family conflict was not proven to increase turnover intention. It implies that companies in the garment industry should decrease the intention of workers to quit by reforming policies and practices to improve working conditions.

