



Research article

Investigating the impact of growth mindset on empowerment, life satisfaction and turn over intention: Comparison between Indonesia and Vietnam

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ABSTRACT

This study investigates the influence of growth mind-set toward empowerment, life satisfaction and turn over intention in textile industry. Since Vietnam's performance in the garment sector has surpassed Indonesia's in recent years, this study aims to examine the difference working condition between Indonesia and Vietnam. This research based on the mix of quantitative and qualitative approach by interviewing 2897 garment workers from Indonesia and 2840 from Vietnam. The quantitative data were processed using LISREL 8.51 software with structural equation modelling. The results of this study reveal the fact that turnover intention could be minimised by reducing work-family conflict, increasing life satisfaction, and provide empowerment to their workers. On top of that, companies should pay serious attention to the important of growth mind-set, which apparently could lead to effective empowerment.

1. Introduction

The ASEAN region has become a region that is interesting as an investment destination. With a combined Gross Domestic Product (GDP) of more than USD 1.8 trillion and a total population of nearly 600 million, it is a profitable demographic with increased purchasing power, abundant natural resources, and growing wealth. The two ASEAN countries that contributed to ASEAN economy are Indonesia and Vietnam. Together, they have played a significant role in strengthening ASEAN cooperation and bringing massive investment to the region [1].

According to The World Factbook (2018), Indonesia ranks the third most populous country after China and India. This factor makes the garment industry strategically important in the Indonesian economy. The textile and garment industry is the third-largest manufacturing sector in Indonesia and is an essential provider of employment. Indonesia's exports of textile products reached US \$ 12.4 billion in 2020, exceeding the Indonesian Textile Association (API) target of US \$ 11.8 billion. As labour intensive industries, Garment and Textile sectors contribute to the workforce absorption by 2.67% of the total industry, or the second largest in the manufacturing industry. In addition, it reached 6.3% contributions to the industry's Gross Domestic Product (GDP). According to the industry's performance trends in 2016–2017, garment and textile industries is set to be a priority area in National Industrial Development Master Plan in Indonesia [2].

The performance of the textile industry has been excellent despite fierce competition from the neighbourhood, Vietnam. The Vietnamese textile industry, which started to be developed in 2000, has grown quickly and now controls 3.3% of the world textile

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market. In 2000, Vietnam's textile exports to the US ranked 82nd, and at that time, Indonesia was ranked sixth. Vietnam is now the third-largest textile exporter to the US, while Indonesia is still in sixth position (Sutriyanto, 2019).

The factor that caused Vietnam to surpass Indonesia quickly is that the generalised system of preferences (GSP) provided by the United States is more suited to the Vietnamese industry. This system means Vietnam's textile products are subject to fewer import duties when entering developed markets. In addition, the price of Indonesian textile products is less competitive in comparison to Vietnam product (Sutriyanto, 2019). Vietnam was initially considered backwards, but this policy has allowed them to overtake Indonesia position in international market. Therefore, study of these two countries is deeply important to understand different working conditions that exist in each country.

The expansion of the textile and garment industry poses a challenge for the government, and companies to continue the industry's growth. A challenge faced by the government is the high unemployment rate of low-educated human resources. Meanwhile, the challenges faced by companies are problems surrounding the workforce in which they face a shortage of skilled workers and high turnover intention (Dhakiri, 2018). It is worth to note that the majority of garment workers in Indonesia and Vietnam are primarily women (Horne and Andrade, 2017). Low-skilled and salary jobs in garment sector may lead the workers for not experiencing proper working condition. As consequences, a large number of female workers adds to the possibility of work-family conflict, less empowerment, lack of growth mind-set and low level of life satisfaction. To solve those issue, this study aims to answer this question How is the impact of a growth mind-set toward empowerment, work-family conflict, life satisfaction, and turnover intention in the garment industry.

2. Theoretical framework and hypothesis

One of the problems being faced by the garment industry is that companies are experiencing a shortage of skilled workers and a high level of turnover intention (Dhakiri, 2018). Based on our in-depth literature study, it was revealed that there are several variables that can reduce the turnover intention of workers, such as growth mind-set, life satisfaction and empowerment. Several studies shows that empowerment conducted by companies could minimised work-family conflict levels because of reduced workload, increased effectiveness, and boost the feeling of being able to work on tasks [3]. In addition, Ref. [4] study found that the growth mind-set possessed by employees increased empowerment carried out by the company to reduce the turnover intention rate. Discussion on those important variable can be explained as beneath.

2.1. Growth mind-set

A growth mind-set is a developing mind-set based on the belief that ability can be developed through various exercise and activities. People with growth mind-set feel that human abilities are different in terms of interests, talents, and tastes, but they can be improved through appropriate training and experience. The characteristics of individuals who have a developmental mind-set include: believing that ability, talents, and traits are not heredity, a willingness to accept the challenges and work hard at doing them, individuals remain earnest and give their best effort according to their ability when they meet failure, always remain positive when thinking of something that needs to be done, and learning from criticism received and not becoming despondent [3]. Study conducted by Ref. [4] shows that the more knowledge and skills gained by employees through training and the more challenges employees face during promotions, the more effort they will exert to become more effective at completing their work. Therefore, development provided for employees with a growth mind-set is seen as an opportunity to enrich their skills and abilities to make them feel more empowered by their competencies [5].

H1. A growth mind-set is thought to positively affect the empowerment of garment workers (+).

2.2. Empowerment

Empowerment of employees from a psychological perspective is when a person believes in their ability to carry out the task given or experiences a higher level of thought rather than just intrinsic task motivation [6]. Liu and Xiaopeng [7] describes employee empowerment as a four-dimensional motivational construction consisting of four cognitions, namely meaning, competence, self-determination, and the impact of an activity that reflects an active orientation rather than passively towards work. Meanwhile, employee empowerment is a managerial behaviour or practice aimed at sharing information, resources, rewards, and authority with lower-level employees. For example [6]; views empowerment as a process in which managers provide employees with access to three resources: supply of important resources, information and feedback, and support and authority to act. Empowerment is one of management technique to escalate worker's engagement and performance. Empowerment refers to a state of increased intrinsic task motivation that contains cognitive components, such as: competence, self-determination, meaning, and impact It reflects positive understanding in completing the job [8]. The existence of empowerment in workplace has still lack explained [9].

H2. Empowerment is thought to harm the level of work-family conflict (-).

The hypothesis was proven by Spreitzer (1997), who demonstrated that high workloads will worsen work-family conflicts. Stress and fatigue experienced by workers will cause negative spill-over into domestic life but very little is known about positive spill-over. Spreitzer (1997) suggests that those who develop and grow at work will also grow at home, so that role conflicts within the family will be minimised and create more positive effects and a sens of comfort in the home. Positive overflow includes support offered by the organisation from superiors, co-workers, and the environment. This support can make employees feel more empowered and confident

when carrying out tasks and indirectly results in a lower work burden. This idea is in line with the research of Ref. [10]; which proves that empowerment or organisational support carried out by superiors can significantly reduce work-family conflicts because of physical and psychological support by companies. This situation will increase job satisfaction and life satisfaction of workers [11].

H3. Empowerment is thought to affect the level of life satisfaction (+) positively.

The formulation of this hypothesis is based on the results of previous studies, which examined positive leadership, psychological empowerment, work engagement, and life satisfaction (Nel et al., 2015). Their study revealed that the concept of life satisfaction is satisfaction with life as a whole. In addition, the amount of time employees spends at work, and the relationship between job satisfaction and life satisfaction, is very close. According to this study, psychologically empowered employees show increased satisfaction because mentally employees feel valued, which eventually increases their feelings of prestige [3].

H4. Empowerment is thought to harm the turnover intention level (-).

The formulation of this hypothesis is based on the results of previous studies, which examined employee empowerment and turnover intention in the U.S. Federal Bureaucracy [12]. According to this research, employee empowerment can reduce the intention of employees to leave their job. This study also explains that empowerment carried out by superiors increased employee job satisfaction, thus reducing the intention to leave work. However, the employee empowerment variable still has a negative effect on reducing the intention of workers to leave because employees who are empowered feel more capable of performing their jobs. This feeling gives employees a reason to remain in the company.

Akgunduz and Bardakoglu [13] explains that employee perceptions of empowerment have an impact on employees' intentions to leave the company when those opinions are good in terms of organisational prestige and organisational affiliation. When employees learn that they are supported by their company, they hesitance to leave since they view the company as something of great prestige.

2.3. Work-family conflict

Work-family role is an important element to predict the potency of work-family conflict [14]. Work-family conflict is a conflict between roles that happens when the pressure from roles in work and family is conflicting (Greenhaus and Beutell, 1985). For example, workers who perform a job and carry out their role as employees become more challenging because the employee performs his role in a family context, not in isolation of family responsibilities, and vice versa occurs. Working hours that are too long and a workload that is too high will increase the chances of work-family conflict because the time spent at work is too much, making it difficult for employees to fulfil responsibilities to their family. However, work-family conflict cause both positive and negative implications due to multiple roles at home and workplace [15]. The negative one results deterioration in performance and turnover, in contrary another positive one shows by the increase of workplace enrichment [16] Supervisor's perception on work-family conflict impacts the way how worker's consider how to manage it (Erdogan et al., 2021). Supervisor mentoring can reduce strain, fatigue, and stress due to the negative impact from work-family conflict (Maloni et al., 2019). A study by Ref. [10] about the relationship between organisational support, work-family conflict, and the job-life satisfaction proves that work conflicts experienced by employees can reduce life satisfaction in general. Life satisfaction consists of several subjective aspects of an individual's judgment. One of the individual's most likely considerations is the level of perceived conflict, especially in places where the individual spends almost all their time, namely

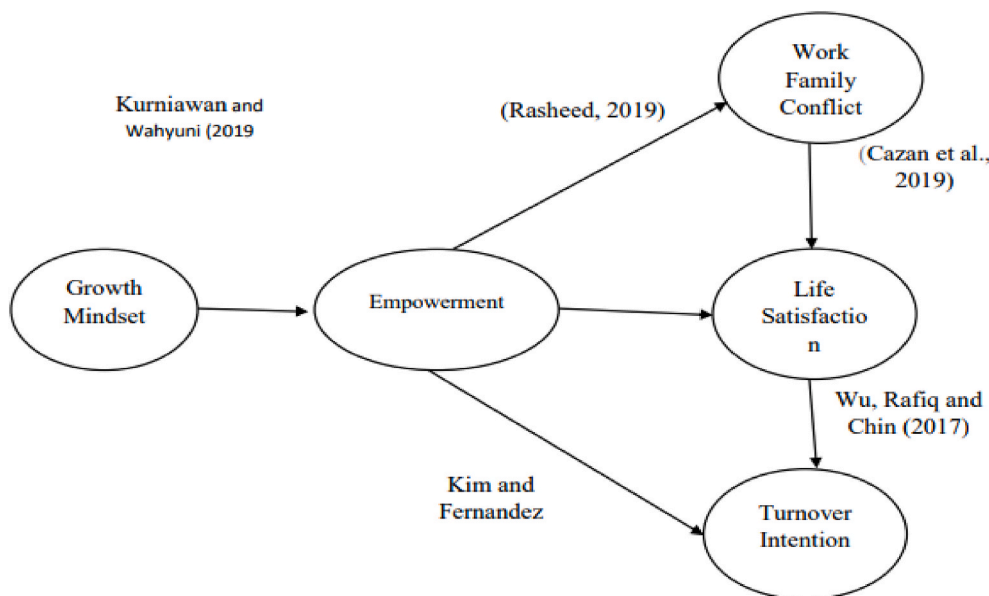


Fig. 1. Research model.

their home. In addition, work-family conflict is considered to partially mediate the relationship between employee empowerment and life satisfaction because empowerment is so broad and does not just include family and work relationships. Another study concluded that there is a connection among variables: work-family conflict, job satisfaction, and life satisfaction. It is about how the way workers cope with some problems, and how to solve them according to issues from the work and family domain [17].

H5. Work-family conflict is thought to have a negative effect on the level of life satisfaction and partially mediates the relationship between empowerment and life satisfaction (–).

The formulation of the hypothesis is based on the results of previous studies conducted by Ref. [18]. Their study is entitled “Employee Well-being and Turnover Intention, Evidence from a Developing Country with Muslim Culture”. It shows that life satisfaction experienced by Muslim workers reduces their desire to quit their jobs. A study by Ref. [19] reveals there are direct and indirect relationship between life satisfaction and turnover intention where life satisfaction acts as a mediating variable between stress and turnover intention.

H6. Life satisfaction is thought to have a negative effect on the level of turnover intention and partially mediates the relationship between empowerment and turnover intention (–).

2.4. Research Model

The organisational behaviour model explained by Ref. [20] proposes three types of variables, such as inputs, processes, and outcomes, at three levels of analysis: individual, group, and organisational. This study explained worker’s behaviour on an individual level by following this logic and considering the growth mind-set variable. Next, at the group level, the empowerment variable is taken into account. Finally, at an organisational level, the outcome of work-life conflict, life satisfaction, and turnover intention resulting from growth mind-set and empowerment are examined. Fig. 1 shows the research model of this study based on the hypothesis that has been explained earlier.

3. Methodology

This study use mix method by doing a survey and directly interviewing the informants. The unit analysis of this study were garment factory workers in Indonesia and Vietnam. Data in Indonesia was obtained from Banten, DKI Jakarta, DI Yogyakarta, West Java, and Central Java and contained a sample of 2897 respondents. This location represents the Indonesian state in general because most garment factories are scattered throughout this location. The number of respondents for Vietnam data amounted to 2840. Respondents came from the northern and southern regions, with the most living in Thành phố Hồ Chí Minh. In total, there were 5737 respondents from both countries. According to Bartlett et al. (2001), an adequate sample size for a population of over one million is 384. Thus the sample size in this research is more than sufficient. The convenient sampling is conducted to gather all those sampling size with total of 14 1–7 likert scale questionnaires (1-strongly disagree and 7-strongly agree). As a result, the variables under investigation are measured using indicators created from already accepted existing theory. Statistical analysis was carried out using the structural equation modelling (SEM) with LISREL 8.51 software through two approaches, the measurement and structural tests.

Table 1
Respondent profile.

	Indonesia	Vietnam
Sex		
Female	83.01%	84.23%
Male	16.99%	15.77%
Age		
Below 20	5.58%	6.14%
20–30	41.9%	42.78%
31–40	36.24%	34.71%
41–50	15.26%	14.34%
Above 50	1.04%	2.03%
Education		
Not graduated from school	0.7%	0.89%
Primary	4.02%	1.9%
Secondary	48.97%	43.97%
High School	47.01%	49.1%
College	3.44%	4.14%
Marital Status		
Not Married	30.41%	49.6%
Married	67.93%	47.57%
Divorced	1.66%	2.83%
Tenure		
0–5 years	60.68%	65.84%
6–10 years	22.3%	20.34%
>10 years	17.02%	13.82%

4. Result

Table 1 shows respondent’s profile from both Indonesia and Vietnam. Most respondent from Indonesia and Vietnam are female. The age groups of respondent are dominated by 20–30 years old and 31–40 years old for both countries which is reflecting the most productive cohort. Majority of respondent graduate from secondary and high school. Respondent who are married and not married are indicated balance percentage. Their length of work is mostly around 0–5 years.

Table 2 demonstrate a descriptive analysis to capture respondents’ tendency to answer the research questions. The respondents’ answers and all variables assessed in Vietnam and Indonesia showed similar results. Table 2 shows a high growth mind-set, empowerment and life satisfaction, while work-life conflict and turnover intention was average and low, respectively.

After descriptive analysis, a measurement test, structural test, and some of the specifications needed for model improvement were conducted. The result shows that all indicators of each latent variable are valid. In the reliability test, it was also found that all variables met an excellent level of reliability (see Table 3).

Table 3 present the validity and reliability of this.

Figs. 2 and 3 performs the path diagram and T value of each variables in Indonesia and Vietnam. The differences between these two countries is describe in the discussion section.

Table 4 reflect the structural test of this research model.

After the measurement and structural test, a mediation test was conducted to see whether the mediating variable acts partially or thoroughly. It was found that work-family conflict and life satisfaction play a partial role in mediating the relationship between empowerment and turnover intention. This is caused by the presence of other variables that increase life satisfaction. Table 5 shows the mediation test results.

Based on Fig. 2, it can be seen that the direct effect between empowerment and life satisfaction and turnover intention proved to be significant with numbers in the order of 0.58 and –0.28. Table 5 shows that the total effect value of indirect empowerment on life satisfaction through work-family conflict is 0.5998. Furthermore, the indirect influence of empowerment on turnover intention through life satisfaction is equal to –0.4018. The total effect values prove that work-family conflict and life satisfaction function as mediation in the influence of empowerment on turnover intention (total effect ≠ 0). The mediating role of work-family conflict and life satisfaction is partial mediation in mediating empowerment relations with turnover intention. The relationship between the two remains significant even without the mediating function of the two variables (work-family conflict and life satisfaction).

The fact in both countries show a contradiction between the descriptive analysis and the research problem. Based on the data from the Ministry of Manpower from Indonesia and Vietnam it was revealed that the turnover intention of workers of both countries were relatively high but the result of our quantitative data shows that worker intention to leave their company are low which can be explained by the results of the interview. Female employees generally feel forced to continue working at a company because they have no other choice. The fact that they do not have a high educational background makes it difficult to find better jobs. Becoming a garment worker is quite prestigious for them, and most importantly, they can support their family. From qualitative data, it was revealed that some of the workers were the breadwinner of the family because their partners were unemployed. They must bear the financial burden of the family members, which is a big responsibility when combined with working in a factory with inadequate working conditions. They stay because they have no better choice. Family conflicts were not found to be high, and cultural aspects play a role in this finding. Some locations of this research were on Java Island, so some people understand the meaning of “*nrimo*”. This understanding holds that they live in willingness without conflict and sacrifice more in life to please loved ones.

5. Discussion

According to this study, hypothesis 1 is accepted which shows that the growth mind-set proved to positively affect the level of empowerment of workers in the Indonesian and Vietnam garment industry. This results are in line with previous study conducted by Ref. [4] on garment factory workers in Indonesia. In this study, the more knowledge and skills obtained by employees through training, and the more challenges employees face during the promotion, the more effort they make to be more effective at their jobs. Employee development provided by an organisation is an opportunity for employees to enrich their skills and abilities and to feel more empowered from their competencies.

Hypothesis 2 is accepted which found that empowerment proved to significantly harm the work-family conflict level to the magnitude of the ≤-1645 t-values of –8.03 in Indonesia and –6.26 in Vietnam. This result is in line with research conducted by Ref. [10] on university sports coaches. Their research proves that empowerment carried out by the university on its employees makes

Table 2
Results of descriptive analysis.

Variable	Indonesia	Vietnam	Average Variable Assessment
	Mean	Mean	
Growth Mind-set	3.656	3.5457	High
Empowerment	3.6973	4.0473	High
Work-family conflict	2.8305	2.7529	Average
Life Satisfaction	3.6905	3.7765	High
Turnover Intention	2.0355	2.1823	Low

Table 3
Validity and reliability test.

Variable	Indicator	SLF	T Value	VE	Result
Growth Mind-set	G1	1	37.97	1,00	Valid and Reliable
Empowerment	E1	0.57	28.67	0.2728	Valid and Reliable
	E2	0.47	23.21		Valid and Reliable
	E3	0.5	25.17		Valid and Reliable
	E4	0.48	23.70		Valid and Reliable
	E5	0.53	26.69		Valid and Reliable
	E6	0.58	25.80		Valid and Reliable
	E7	0,054861	29.29		Valid and Reliable
Work-Family Conflict	WFC1	0.68	51.15	0.8103	Valid and Reliable
	WFC2	0.61	76.02		Valid and Reliable
Life Satisfaction	LS1	0,62	25.18	0.3789	Valid and Reliable
	LS2	0.84	25.45		Valid and Reliable
Turnover Intention	TI1	0.71	33.93	0.622	Valid and Reliable
	TI2	0.78	32.58		Valid and Reliable

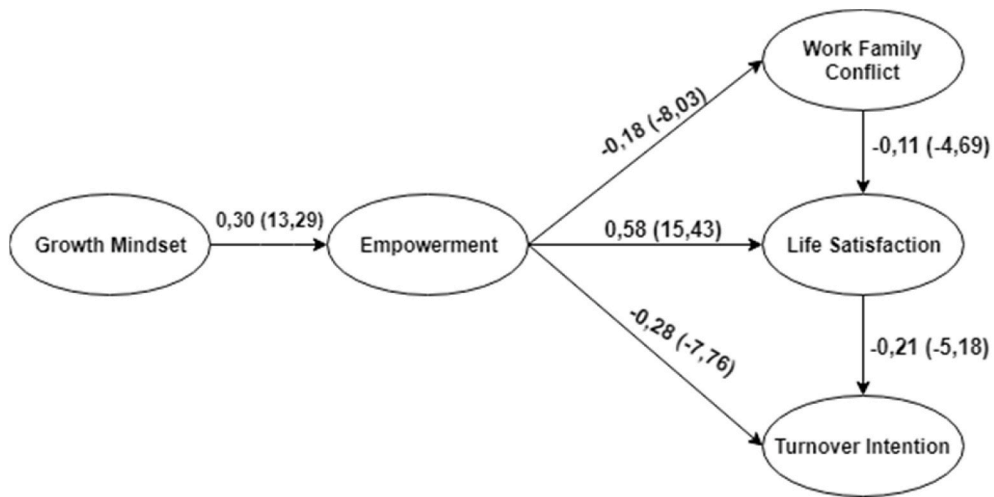


Fig. 2. Path Diagram with SLF Value and T-values of Indonesian data.

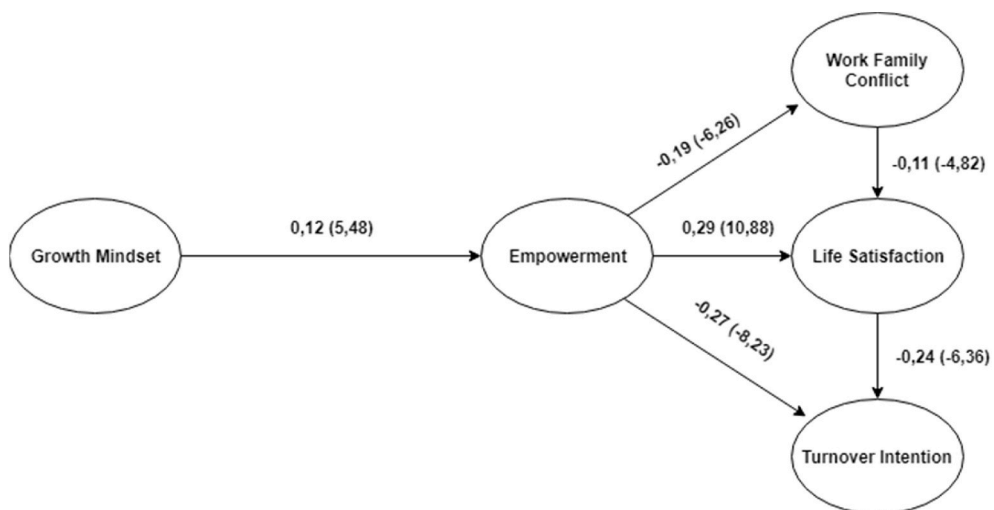


Fig. 3. Path Diagram with SLF Value and T-values of Vietnam data.

Table 4
Structural test results.

Path	Indonesia		Vietnam		Result
	SLF	T-value	SLF	T-value	
Growth mind-set → Empowerment	0.30	13.29	0.12	5.48	Significant
Empowerment → Work family conflict	-0.18	-8.03	-0.19	-6.26	Significant
Empowerment → Life Satisfaction	0.58	15.43	0.29	10.88	Significant
Empowerment → Turnover Intention	-0.28	-7.76	-0.27	-8.23	Significant
Work family conflict → Life Satisfaction	-0.11	-4.69	-0.11	-4.82	Significant
Life Satisfaction → Turnover Intention	-0.21	-5.18	-0.24	-6.36	Significant

Table 5
Mediation test results.

Path	Indonesia			Vietnam		
	Direct Effect	Indirect Effect	Total Effect	Direct Effect	Indirect Effect	Total Effect
empowerment → work family conflict → life satisfaction	0.58	0.0198	0.5998	0.29	0.0209	0.3109
empowerment → life satisfaction → turnover intention	-0.28	-0.1218	-0.4018	-0.27	-0.0696	-0.3396

work-family conflict decrease because the university creates a family-friendly work environment. In addition, a supportive work environment that is empowered by superiors, colleagues, and the environment, in general, can help employees overcome the role of conflicts that occur in the family.

Empowerment carried out by employees can reduce work conflicts within the family because the more employees feel capable and empowered, the more able they are in handling their workload. In addition, the time for the family increases and employees enjoy their work more. This can minimise work conflicts that might be brought into his/her family.

Hypothesis 3 is accepted that empowerment proved to have a positive effect on the level of life satisfaction, with the amount of t-values ≥ 1645 , which is worth 15.43 in Indonesia and 10.88 in Vietnam. In line with research conducted by Nel et al. (2015), this study revealed that the concept of life satisfaction relates to an individual's subjective assessment of different factors, one of which is job satisfaction. Life satisfaction causes a positive attitude in superiors that will affect overall life satisfaction, but the effect is indirect because it is mediated by psychological empowerment in the workplace. Quinn and Spreitzer (1997) explain several aspects of empowerment. For example, employees affect a situation when they feel heard, valued, and needed. So when someone feels empowered in the workplace, the nature of creating an empowering environment will occur in the long run, so that employee satisfaction with life will increase and workers feel more valued.

Hypothesis 4 is accepted which shows empowerment proved to significantly reduce the level of turnover intention, the t-values ≤ -1645 , which are -7.76 in Indonesia and -8.23 . This study in line with research conducted by Ref. [12]. According to this study, employee empowerment can reduce the intention of employees to leave their jobs. This study also explained that empowerment conducted by superior's increases employee job satisfaction and reduces their intention to leave because empowered employees feel more capable of performing in their jobs, which gives them a reason to stay.

According to the results in hypothesis 5, work-family conflict proved to lower the level of life satisfaction by a magnitude of the ≤ -1645 t-values, namely -4.69 in Indonesia -4.82 in Vietnam. It also partially mediated the relationship between empowerment and life satisfaction. When work-family conflict mediation variables are added and eliminated, empowerment and life satisfaction remain significant in Indonesia and Vietnam. The results of this study are in line with research previously conducted by Ref. [10] that work conflicts experienced by employees reduced life satisfaction in general. According to this theory, life satisfaction consists of several subjective aspects according to the individual. One factor that influences life satisfaction is the level of conflict felt in the home.

Hypothesis 6 shows that life satisfaction is proven to have a significant adverse effect on turnover intention, as evidenced by the magnitude of ≤ -1645 t-values which are -5.18 and -6.36 in Vietnam. It also partially mediates the relationship between empowerment and turnover in both countries. Intention occurs when mediating variables, namely life satisfaction, are added and eliminated; the influence between empowerment and turnover intention remains significant. The results of this study are in line with the study conducted by Ref. [18] in Muslim countries. Their research proves that increased life satisfaction experienced by Muslim workers reduces the desire to leave because workers are generally satisfied with their lives.

6. Conclusions

Both Indonesia and Vietnam show similar results. Therefore, it can be concluded that turnover intention can be reduced by creating better life satisfaction for employees, reducing work and family conflicts, increasing empowerment, and creating a growth mind-set of employees. Managerial implications that can be applied include improving the HR management system to increase job satisfaction, which can impact increasing life satisfaction. In addition, reducing work conflict with family can be done by not giving them too heavy workload and creating a family-friendly work environment. If this is applied, then workers will have reasons to stay in the company and feel comfortable. Since Indonesia and Vietnam are significant players in ASEAN, the garment industry needs to consider lowering

employee turnover to increase its competitiveness among other players in the world.

6.1. Theoretical contribution

Former studies only look into the impact of growth mindset toward empowerment. This study provide an important contribution to the theory development by integrating work family conflict, life satisfaction and turnover intention.

6.2. Practical implication

Several results in this study demonstrate the linkage among individual perceptions based on organisational contexts, like growth mind-set, empowerment and its consequence to an organisational problem which causes high work-family conflict, life satisfaction, and turnover intention. By recognizing the connection among variables, managers in an organisation can consider adding more interventions to escalate levels of employees' growth mind-set and empowerment. The intervention for growth mind-set may appear from the activity, such as: workshop, seminar, or training and development program, both in class and on-the-job. In addition, since empowerment is an important mediating variable to work-family conflict, life satisfaction, and turnover intention, it is also essential to consider employee involvement in decision-making process, especially in managerial areas. Alternatively, the manager can develop a discussion forum to provide freedom of voicing from the worker's point of view.

6.3. Limitation

The study focuses thoroughly on the individual level in which may lead to various results depending on the context of the study. Hence, there is a need for future research to examine a different type of work environment. Further study is important to comprehend the research model by considering some other dimensions which are relevant to influence the endogenous variables. Future research could also explore other impacts to reduce the turnover intention level in garment industry.

Author contribution statement

Sari Wahyuni: conceived and designed the experiment, performed the experiment, analysed and interpreted the data and wrote the paper.

Aulia Safira: analysed and interpreted the data, contributed reagents, materials, analysis tools or data, and wrote the paper.

Muthia Pramesti: performed the experiment, analysed and interpreted the data and wrote the paper.

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Data availability statement

Data included in article/supplementary material/referenced in article.

Declaration of interest's statement

The authors declare no conflict of interest.

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