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Workload, Work-life Balance, and Their Effects on Employees' Turnover Intention in Convection Industry

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Abstract: The convection industry, as a labor-intensive sector, faces high turnover risk influenced by work pressure and work-life imbalance, but studies on the relationship between these two factors are still limited to the context of medium-scale garment manufacturing. This study analyzes how workload and work-life balance affect the likelihood of employees at CV X leaving their jobs. The study uses a correlational quantitative approach with a sample of 118 employees selected through simple random sampling. The instruments used include the NASA-TLX scale to measure workload, the work-life balance scale, and Mobley's turnover intention scale. Data analysis was performed using multiple linear regression after all statistical assumptions were met. The findings show that workload has a positive and significant impact on the desire to leave a job, but work-life balance does not have a strong influence. However, when both factors are considered together, they have a significant influence on the intention to leave a job. These findings confirm that high work demands are a major factor driving increased turnover intention, while work-life balance is not a direct determinant for blue-collar workers with an WFO system. The implications of this study underscore the need for proportional workload management and work recovery strategies to reduce turnover in the convection industry.

Keyword: Workload, Work-life Balance, Turnover Intention, Convection Industry, Blue-collar Workers

INTRODUCTION

The apparel industry has experienced rapid growth in recent years, in line with increasing public interest in ever-evolving fashion trends. This growth is inseparable from the public's growing interest in ever-evolving fashion trends, changes in consumer lifestyles, and the significant influence of social media and e-commerce (Bhonsle et al., 2024). As a rapidly growing industrial sector, Indonesia's apparel industry recorded a growth of 5.78% in 2024, with total investment increasing by 124.9% from IDR 4.53 trillion in 2023 to IDR 10.20 trillion in 2024 (Amalia, 2025). This development has been further bolstered by the emergence of the fast fashion concept, which allows manufacturers to respond quickly to trends through mass production in short periods of time and at affordable prices (Akhilendra & Aravendan, 2023); (Hakim & Rusadi, 2022); Blaazer, 2024). The spread of fashion trends is further accelerated by

digital technology, social media influencers, and e-commerce platforms such as Shopee, Tokopedia, TikTok Shop, and Zalora (Herlina et al., 2025; Putra et al., 2025).

Behind this growth, the fashion industry poses serious environmental challenges. Textile waste, high water consumption, and the use of synthetic materials such as polyester contribute to water pollution and the release of up to 35 percent of microplastics into waterways (Bailey et al., 2022); (De Falco et al., 2019). Fast fashion is even said to contribute around 20 percent of global water pollution due to production activities (Basiroen et al., 2023). In addition to environmental impacts, high market demand creates intensive work pressures for employees, including strict daily production targets, long working hours, and the need for high flexibility on the production line (Imran et al., 2024; (Pratama et al., 2025).

In the apparel production chain, the garment and convection industries have distinct characteristics. The garment industry is large-scale, standardized, and export-oriented (Thee, 2015), while convection industry to be small to medium-scale with more flexible work systems but still faces seasonal production pressures (Clothink, 2025); (Lubis, 2022). convection employees often juggle multiple tasks, resulting in physical and mental workloads comparable to those in the garment industry (Lutfiah et al., 2023).

This high workload contributes to a decline in workforce well-being and productivity. In 2025, Indonesian employee productivity was only 43.48 percent, and well-being was recorded at 53.26 percent, lower than Malaysia and Singapore (Kusuma, 2025; (Training Indonesia, 2025). Heavy workloads and work-life imbalance are the main factors driving turnover intention, which is an employee's desire to leave the company (Janna & Paradilla, 2023); Sutrisno 2019; (Ilyas et al., 2020). High turnover rates in a company are an indicator of the need for improvements in working conditions (Permana & Febriansyah, 2025).

This situation is evident in the convection industry, CV X, where turnover rates remained high from 2021 to 2023. In 2021, 61 employees left and only 18 joined; in 2022, 38 left and 26 joined; and in 2023, the number of employees leaving increased to 42 and only 35 joined. This situation indicates significant workload pressure and dissatisfaction. Heavy workloads in the garment industry, particularly in the cutting and sewing processes, have been shown to trigger stress, fatigue, and intention to leave (Ponganan, 2019); (Lubis, 2022); (Saragih & Yuniasanti, 2023). Work-life imbalance also negatively impacts turnover intention, as found in research by (Sari et al., 2024) and (Pridayanti et al., 2025), although some studies have shown conflicting results (Cahyaningrum & Santosa, 2025).

Previous research has generally focused on the large-scale garment and textile industries and has not comprehensively examined the role of workload and work-life balance simultaneously in the garment industry context (Mahrtini et al., 2024; Maulida & Rahman, 2025; Ponganan, 2019; Tirtaputra et al., 2018). This indicates a relevant research gap. The urgency of this research lies in the need for an empirical understanding of the influence of workload and work-life balance on turnover intention in the convection industry. The research findings are expected to provide a strategic basis for management in managing workload proportionally and strengthening work-life balance to reduce turnover and improve employee performance.

METHOD

Research Type and Design

The type of research used in this study is a quantitative correlational study, which aims to determine the extent of the relationship between two or more variables without treating these variables (Sugiyono, 2015). Correlational research is used to measure the relationship between two or more variables without manipulating those variables, with the aim of determining whether the relationship is positive, negative, or non-existent (Creswell & Creswell, 2018). This study seeks to uncover the relationship between workload and work-life balance as independent variables, with turnover intention as the dependent variable.

Research Participants

The population in this study consisted of 170 active employees working in the convection industry at CV X, located in Magelang City. The researcher used a probability sampling method called simple random sampling. The number of people needed for the study was calculated using the Krejcie and Morgan (1970) table. This table considers a 5% error margin and a 95% confidence level, which means they needed 118 participants. The table below shows how the participants were spread out.

Table 1. The Distribution of Participants

Category		Frequency	Percentage
Gender	Male	41	34%
	Female	77	66%
Age	21-25 years old	70	59%
	26-30 years old	42	35%
	>30 years old	6	6%
Length of employment	1-5 years	115	97%
	6-10 years	3	3%

Note. N=118

Instrument

The workload scale used is an adaptation of NASA-TLX (Hart & Staveland, 1988) and adapted by Prijayanti (2015), which consists of 24 questions covering six aspects, namely physical demands, effort, mental demands, time demands, frustration level, and performance. The results of the analysis of the workload scale trial obtained a Cronbach's Alpha reliability coefficient of 0.875 and a discrimination index of 0.301 to 0.625.

The Work-Life Balance Scale (WLBS), originally developed by Fisher et al. (2009) and modified by Maimunah et al. (2024) includes 15 items that address four key areas: how work disrupts personal life, how personal life affects work, how personal life improves work, and how work benefits personal life. During the pilot testing of this scale, the analysis revealed a Cronbach's Alpha reliability value of 0.830, along with a discrimination index ranging from 0.170 to 0.626.

In this research, the turnover intention scale draws from Mobley (1977) adapted by Safira (2019). It features three questions that explore three aspects: contemplating resignation, planning to look for new opportunities, and deciding to leave. The pilot analysis of this scale yielded a Cronbach's Alpha reliability coefficient of 0.749 and a discrimination index between 0.383 and 0.794.

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Data Analysis Method

The gathered data underwent examination through multiple linear regression methods, employing SPSS version 25 for Windows. Before proceeding to hypothesis evaluation, the prerequisites of normality and linearity were verified. The normality assessment produced a significance level of 0.068, indicating that the data followed a normal distribution since it exceeded 0.05. To check for multicollinearity, a Tolerance figure of 0.974 (above 0.10) and a Variance Inflation Factor of 1.026 (below 10) were utilized, revealing no evidence of multicollinearity in the predictor variables. Additionally, the heteroscedasticity check via the Glejser approach confirmed the absence of heteroscedasticity in the model (with p-values greater than 0.05), specifically showing p=0.848 for the workload factor and p=0.217 for the work-life balance factor.

RESULTS AND DISCUSSION

Classical Assumption Test

Assumption testing is one of the requirements for conducting multiple linear regression that must be met before making decisions or testing hypotheses. These tests include normality, multicollinearity, and heteroscedasticity tests. These three tests were conducted using SPSS version 25 for Windows.

1. Normality Test

	Unstandardized Residual
N	118
Asymp. Sig. (2-tailed)	0.068

The table above shows the results from the Kolmogorov-Smirnov One-Sample test, which checks if the data follows a normal distribution. To decide if the data is normal, we look at the significance value, which is labeled as Asymp Sig 2-tailed. In this case, the significance value is 0.068, which is lower than 0.05. This means we can conclude that the data is normally distributed.

2. Multicollinearity Test

	Tolerance	VIF
Workload	0.974	1,026
Work-life Balance	0.974	1,026

Looking at the test results in the table above, we can see that variable X1 has a Tolerance value of 0.974 and a VIF of 1.026. Variable X2 also has a Tolerance value of 0.974 and a VIF of 1.026. These figures indicate that the Tolerance value is greater than 0.10 and the VIF is much smaller than 10. Therefore, it can be concluded that there are no signs of multicollinearity among the independent variables in the regression model.

Thus, the regression model used in this study meets the multicollinearity assumption, so that the relationship between independent and dependent variables can be analyzed well without any correlation interference between independent variables.

3. Heteroscedasticity Test

	Sig.
Constant	0.156
Workload	0.848
Work-life Balance	0.217

Based on the test results in the table above, the significance value for variable X1 is 0.848 and for variable X2 is 0.217. Both values are greater than 0.05, thus it can be concluded that there are no symptoms of heteroscedasticity in this regression model. Thus, the regression model used in this study meets the heteroscedasticity assumption and is suitable for further analysis.

Hypothesis Testing

1. Partial Test

A partial test, or t-test, is used to find out how much one independent variable affects the dependent variable on its own, by keeping the other independent variables the same.

Workload

	Sig.
Constant	0.040
Workload	0,000

If the Sig. value is <0.05, it can be concluded that the independent variable has a significant effect on the dependent variable. The Sig. value of variable X1 is 0.00 < 0.05, so it can be concluded that variable X1 has a significant effect on variable Y.

Work-life Balance

	Sig.
Constant	0,000
Work-life Balance	0.944

If the Sig. value is <0.05, it can be concluded that the independent variable has a significant effect on the dependent variable. The Sig. value of variable X2 is 0.944 > 0.05, so it can be concluded that variable X2 does not have a significant effect on variable Y.

Correlation Test

		Turnover Intention
WIPL	*r*	-0.067
	p	0.469
PLIW	*r*	0.125
	p	0.176
WEPL	*r*	0.044
	p	0.634
PLEW	*r*	-0.122
	p	0.189

Based on the results of the Pearson correlation test, the WIPL instrument obtained a correlation coefficient value of r = -0.067 with a significance value of p = 0.469, which means there is no significant relationship between work interference with personal life and employee intention to leave their job. The PLIW instrument obtained a value of r = 0.125 with p = 0.176, which also indicates no significant relationship between the influence of personal life on work and turnover intention. The WEPL instrument has a correlation coefficient value of r = -0.122

with p = 0.189, which means there is no significant relationship between the ability of work to enrich personal life and the desire to leave the company. Meanwhile, PLEW shows a significant positive relationship, with a value of r = 0.189 and p = 0.044 (p < 0.05). This means that the greater the positive influence of personal life on work, the slightly increase the desire to change jobs.

2. Simultaneous Test

	Sig.
Regression	0,000

Given a Sig. value of 0.000 (<0.05), it can be concluded that the independent variables have a significant effect together on the dependent variable.

Multiple Linear Regression Test

Multiple linear regression allows researchers to understand how changes in one or more independent variables can contribute to changes in the dependent variable. Thus, the results of a multiple linear regression model provide a deeper understanding of the dynamics of the relationships between the observed variables. The following are the results of a multiple linear regression model:

	Unstandardized Coefficients
	B
Constant	3,248
X1	0.084
X2	-0.012

So that the multiple linear regression equation can be obtained as follows:

$$Y = 3.248+0.084X1-0.012X2+e$$

1. The constant value obtained is 3.248, which means that if the independent variable has a value of 0 (constant), then the dependent variable has a value of 3.248.
2. The regression coefficient value for variable X1 is positive (0.084), meaning that when X1 increases, Y also increases, and when X1 decreases, Y also decreases.

The value of the regression coefficient for variable X2 is negative, specifically -0.012. This means that when variable X2 goes up, variable Y tends to go down, and when variable X2 goes down, variable Y tends to go up.

Determination Test

	Adjusted R Square
1	0.130

Based on the analysis, the Adjusted R Square value, which shows how well the independent variable X explains the dependent variable Y, is 0.130. This means that X has a 13.0% effect on Y.

Discussion

The findings indicate that workload has a positive and important influence on the desire to leave the company. This means that when employees feel they have more work than they can handle, they are more likely to want to quit. Too much workload can be a reason why people want to leave their jobs.

The Job Demands-Resources (JD-R) Theory, explains that every job has two main characteristics, namely job demands and job resources by (Bakker & Demerouti, 2017). When job demands are high, they can drain energy because job demands that exceed an individual's capacity can cause emotional exhaustion and physical fatigue, which ultimately leads to employees intention to leave their jobs.

This finding is in line with the research by Yulia et al (2025), showed that having too much work can lead to tiredness and mental health issues, which in turn can make people less loyal and more likely to want to quit their jobs. So, it makes sense to say that workload is a key reason why employees at CV. X want to leave. This is especially true because the convection industry has a fast pace and high production goals.

On the other hand, the analysis of work-life balance didn't show a strong link to the desire to leave. This means that how employees feel about balancing work and personal life doesn't directly influence their decision to quit. None of the four areas like work getting in the way of personal time, or personal life helping work had a big effect on whether someone wants to leave. These results suggest that there are other main factors that are more important in making employees want to leave their jobs.

In this study, convection workers were categorized as blue-collar workers with a work from office (WFO) system that required full attendance at the workplace with fixed working hours and manual work activities. Based on Boundary Theory proposed by Nippert (1996), individuals naturally form boundaries between work and personal life to regulate role transitions. Research by Bölingen et al (2023) found that workers with flexible work systems can experience stress because work can interfere with their personal lives, but it can also be beneficial if home conditions are supportive. In this study, employees in the convection industry work according to predetermined times and places, so that when they leave work, they can leave behind the burdens and responsibilities of their jobs. This condition is called segmentation boundary, which is when an employee is able to clearly separate their role as an employee and their role as an individual at home. These findings are in line with research by Allen et al (2014) that blue-collar workers have the ability to perform psychological detachment, which is the ability to detach themselves from work demands when working hours end because their work space and time are clearly separated.

The results of this study can be explained using the Job Demands–Resources Model (JD-R) theory by Bakker and Demerouti (2016), which states that every job has job demands and job resources that affect employee performance. In this study, blue-collar workers in the convection industry have physical and repetitive job demands but limited recovery resources. However, when they leave work at the end of their shift, the recovery process can be more effective. Thus, even though a high workload can cause physical fatigue, it does not increase turnover intention because after working hours are over, they can undergo psychological recovery at home without work distractions (Bakker & Demerouti, 2017). These results are in line with Wardani's (2019) research, which found that blue-collar workers with high levels of employee engagement are able to maintain work-life balance because they can separate work from their personal lives after working hours end.

Meanwhile, white-collar workers who have the opportunity to work from the office (WFO) or work from home (WFH) experience significant differences in their work-life balance. According to research by Stroom et al (2024), white-collar workers with flexible working arrangements tend to experience high role integration, as the boundaries between work and personal life become blurred. This situation causes individuals to think about work

responsibilities outside of working hours more often, making it difficult for them to separate their work roles from their personal roles when they are not at work (segmentation boundary). Although time flexibility can improve work-life balance for some individuals, for others it can create work-family conflict and increase employees intention to change jobs (Allen et al., 2014; Stroom et al., 2024). This condition shows that work-life balance is subjective and influenced by perceptions and job characteristics. The results of this study indicate that the balance between work and personal life is not always directly proportional to turnover intention.

The results of this study are in line with the findings of Lebang and Ardiyanti (2021), which show that employees who feel they have a balance between work and personal life do not necessarily express a desire to change jobs. This contrasts with the findings of Kusuma and Wijaya (2021), who found that work-life balance has a significant negative effect on turnover intention in the service sector. This difference may be due to the work context, where employees in the convection industry are blue-collar workers who complete all their work responsibilities at the workplace, leaving them with no work burdens or responsibilities at home, so that work-life balance is not a top priority. The simultaneous test results show that workload and work-life balance together have a significant effect on turnover intention. These results prove that high workload and low personal life balance together can cause employees to intend to leave the company. When a balance between the two is not achieved, it leads to employees wanting to leave the company. These research findings can be explained through the Job Demands-Resources Theory (JD-R) by Bakker and Demerouti (2007), which states that when job demands exceed available resources, employees will experience stress, emotional exhaustion (burnout), and ultimately increase their intention to leave their job.

Additional Analysis

In this study, researchers conducted additional analysis to compare the extent to which work-life balance influences turnover intention based on employee marital status and education level. The following table shows the distribution of marital status and education level of employees:

No	Criteria	Subject Description	Amount
1	Status	Not married yet	44
		Married	74
		Total	118
2	Level of education	Junior High School	27
		High School/Vocational School	91
		Total	118

Based on the table showing how the data is spread out, the researchers used a Mann-Whitney U test to check if there were any differences in work-life balance and the desire to leave the job between employees who are single and those who are married. The table below shows the results from this test.

Marital status

WLB Score	Employee Status	N	Mean Rank
	Not married yet	44	63.17
	Married	74	57.32
	Total	118	

	WLB Score
Asymp.Sig. (2-tailed)	0.367

Based on the table above, it can be analyzed that there is no significant difference in the level of work-life balance (WLB) between married and unmarried employees ($p = 0.367 > 0.05$). However, the mean rank value shows that unmarried employees (63.17) have a higher WLB score compared to married employees (57.32). This indicates that unmarried employees tend to have a better work-life balance compared to married employees.

Turnover Intention Score	Employee Status	N	Mean Rank
	Not married yet	44	81.15
	Marry	74	46.63
	Total	118	

	WLB Score
Asymp.Sig. (2-tailed)	0,000

Based on the table above, it can be analyzed that there is a significant difference in the level of turnover intention between married and unmarried employees ($p = 0.000 < 0.05$). The mean rank value shows that unmarried employees (81.15) have a higher level of intention to leave their jobs compared to married employees (46.63).

Level of education

WLB Score	Level of education	N	Mean Rank
	Junior High School	27	67.56
	High School/Vocational School	91	57.11
	Total	118	

	WLB Score
Asymp.Sig. (2-tailed)	0.162

Based on the table above, it can be analyzed that there is no significant difference in the level of work-life balance (WLB) between employees with junior high and high school education ($p = 0.162 > 0.05$). Employees with junior high education have a higher mean rank (67.56) compared to those with high school education (57.11). This indicates that employees with junior high education have a better work-life balance compared to employees with high school education.

WLB Score	Level of education	N	Mean Rank
	Junior High School	27	53.70
	High School/Vocational School	91	61.22
	Total	118	

	WLB Score
Asymp.Sig. (2-tailed)	0.297

Based on the table above, it can be analyzed that there is no significant difference in the level of turnover intention between employees with junior high and high school education (p = 0.297 > 0.05). Employees with high school education have a higher intention to leave their jobs with a mean rank value of 61.22 compared to employees with junior high education with a mean rank value of 53.70.

CONCLUSION

The results of this study indicate that workload and work-life balance jointly influence turnover intention among employees in the convection industry. However, when work-life balance was analyzed separately, the results were insignificant in influencing employee turnover intention. Meanwhile, workload significantly influences turnover intention; the higher the workload, the higher the turnover intention of employees in the convection industry.

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