

Women's Dominance in The Garment Industry: Issues of Job Demands and Disciplinary Practices on The Productivity of Manufacturing Workers

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Abstract. The garment industry is a major contributor to Indonesia's Gross Domestic Product, yet it faces critical challenges regarding high work pressure and worker abuse. This study employed a sequential mixed-methods approach to investigate the relationship between Leader-Member Exchange (LMX), job stress, and the performance of female garment workers. Quantitative findings indicate that LMX is positively correlated with and significantly drives performance improvements. Conversely, job stress showed no significant correlation with performance, and LMX was not associated with job stress levels. Complementing these findings, in-depth interviews with three participants revealed harsh verbal disciplinary practices in the workplace. These qualitative accounts highlight the complex interplay between severe disciplinary measures and the psychological well-being of female workers. Consequently, the study emphasizes the need for a more empathetic, holistic management approach to enhance both worker performance and psychological well-being in the garment sector.

Keywords: disciplinary actions; job stress; garment industry; performance; women

In recent years, numerous videos circulating on TikTok have depicted the harsh working conditions in the garment industry. One such video, uploaded by the account raanti16 (2024), shows three female production workers at a garment factory crying while surrounded by the sound of people shouting. A similar situation was highlighted in a viral video posted by an account named Kisah perjalanan (2024), which portrayed a garment production worker engaged in an argument with a supervisor who pressured the worker to work overtime. The video also described how the worker frequently experienced verbal

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abuse from the supervisor. Numerous public comments indicated that some individuals were unable to remain in the garment industry long term due to its harsh working environment. This phenomenon points to concerns regarding working conditions and workforce retention in the garment industry, including the potential emergence of turnover intention as a consequence of a highly stressful work environment.

Year after year, the garment industry has continued to strive to increase the quantity and quality of its products amid intense market competition (Jadhav et al., 2017). In the context of the national economy, the garment industry also makes an important contribution to Indonesia's economy (Wahyuni & Rahmasari, 2022). The 2020 Annual Survey of Manufacturing Companies (Survei Tahunan Perusahaan Industri Manufaktur [STPIM]) conducted by the Directorate of Industrial Statistics (Direktorat Statistik Industri, 2020) indicated that the wearing apparel or garment industry ranked third and accounted for 7.31% of the overall manufacturing industry in Indonesia. This substantial contribution highlights the importance of ensuring the sustainability of the garment industry, including attention to the working conditions and well-being of the workforce that supports the sector.

However, this substantial economic contribution is accompanied by various risks and pressures faced by garment workers. Satrya et al. (2017) noted that the garment industry, which is predominantly composed of female workers, tends to be characterized by harsh working environments. Previous studies have also shown that garment workers face unfavorable working conditions, including long working hours, stressful work environments, and inadequate wages to meet production demands (Fang, 2023; Mukherjee, 2015). In addition, companies have reportedly imposed daily production targets that exceed workers' capacities and engaged in practices that disadvantage workers in the distribution of overtime pay (Akhter et al., 2019). These conditions indicate that the garment industry may not only place female workers in vulnerable situations but may also reflect broader concerns regarding the fulfillment of workers' labor rights. In addition to production demands, aggressive disciplinary practices, such as the use of harsh verbal language, have also been reported as a means of enforcing discipline and improving worker performance in garment factories. A study by Akhter et al. (2019) reported that supervisors frequently silenced, criticized, shouted at, and publicly humiliated workers. Workers felt unable to protest against such treatment because of the pressure they faced and the risk of losing their jobs (Jenkins, 2020). Consequently, aggressive disciplinary practices may increase work-related stress among garment factory workers (Anandi et al., 2017).

Work-related stress is a psychological and physiological condition that can affect individual performance, efficiency, and health (Rubin et al., 2021). Harsh disciplinary practices imposed by supervisors with the intention of improving worker performance may instead become counterproductive by increasing workers' levels of work-related stress (Akhter et al., 2019). According to Ramos-Galarza and Acosta-Rodas (2019), stress experienced by workers can reduce their performance and ultimately have negative consequences for organizational productivity. These findings therefore indicate a potential relationship among disciplinary practices, work-related stress, and worker performance.

The relationship between supervisors' actions and workers' experiences can be further understood from the perspective of leader-member relationships within organizations. One framework that can

be used to understand this relationship is the Leader-Member Exchange (LMX) theory. LMX theory explains the quality of the dyadic relationship between leaders and members, which can predict various employee work outcomes, including performance (Gemedda & Lee, 2020). Liden and Maslyn (1998) subsequently developed a multidimensional approach to LMX known as the Multidimensional Measure of Leader-Member Exchange (LMX-MDM). The LMX-MDM consists of four dimensions: affect, loyalty, contribution, and professional respect. In the present study, LMX is used to understand the quality of supervisor-subordinate relationships as one factor that may help explain workers' experiences of supervisors' behaviors and disciplinary practices. At present, the garment industry is also experiencing a dynamic process of factory relocation to Central Java and the Special Region of Yogyakarta (DIY). Nurhadi (2023) reported that Central Java and DIY were among the regions with relatively low minimum wage levels in 2024, with the provincial minimum wage (UMP) in Central Java set at IDR 2,036,947. According to Nugroho and Gultom (2023), this condition is one of the factors encouraging companies to relocate from West Java to regions with lower minimum wage levels.

Susanti (2024) reported that between 2019 and 2022, 28 factories in West Java relocated to Central Java, citing more competitive wage levels as one of the reasons. This phenomenon may create potential labor-related concerns, particularly when production cost efficiency is achieved at the expense of working conditions and workers' rights. This issue is particularly relevant to Central Java and DIY, which have become destinations for industrial relocation due to their relatively low wage levels. Potential labor-related concerns also require attention because women constitute a large proportion of the workforce in the garment industry. Mensah (2021) stated that female workers tend to be more vulnerable to stress than male workers. According to the International Labour Organization (ILO) (International Labor Organization, 2019), the garment industry in Indonesia employs approximately 5.2 million workers and is predominantly composed of women. Overall, women constitute the majority of workers in the textile, textile products, and footwear (TPF) sector, accounting for approximately 58% of the total workforce (Horne & Andrade, 2017). These data demonstrate that women play a significant role in sustaining the garment industry and make an important contribution to the growth of Indonesia's economic sector.

Therefore, research examining the relationships among supervisor-subordinate relationship quality, work-related stress, and the performance of female workers in garment factories is crucial, particularly to understand how workplace relationships and disciplinary practices may influence workers' experiences and performance. Female workers' experiences of various disciplinary practices in garment factory environments also need to be explored to obtain a more comprehensive understanding of these dynamics. This study is also relevant to the achievement of Sustainable Development Goal (SDG) 8 established by the United Nations, which focuses on decent work and economic growth (United Nations, 2024). Based on the foregoing discussion, this study explicitly aims to: (1) quantitatively examine the relationships among supervisor-subordinate relationship quality, Leader-Member Exchange (LMX), work-related stress, and worker performance; and (2) qualitatively explore the experiences and forms of disciplinary practices experienced by female workers in garment factories. These two phases are subsequently integrated following the logic of an explanatory sequential mixed-methods design, in

which quantitative testing is conducted initially, followed by qualitative exploration to provide a deeper understanding of the quantitative findings.

Methods

Research Design

This study employed a mixed-methods explanatory sequential design consisting of two research phases. In the first phase, the researchers collected and analyzed quantitative data and subsequently used the findings from the quantitative analysis as a basis for planning and developing the qualitative phase (Creswell & Creswell, 2017). The quantitative phase aimed to obtain numerical data in the form of scores, which were subsequently analyzed using Pearson correlation and regression analyses to examine the relationships among supervisor-subordinate relationship quality, work-related stress, and worker performance. The results of the quantitative analysis were then used to identify aspects that required further exploration during the qualitative phase. In the qualitative phase, the study employed an in-depth interview approach to explore workers' subjective experiences of disciplinary practices received in the workplace and the stress responses they experienced. Integrating the two phases was expected to provide a more comprehensive understanding of the relationships among supervisor-subordinate relationship quality, disciplinary practices, work-related stress, and worker performance.

The study was conducted over a four-month period, encompassing the preparation phase, survey development, data collection, data processing, data analysis, conclusion drawing, and research report preparation. The preparation phase and the development of survey and interview questions were completed during the first month. Data collection was carried out over a two-month period among garment factory workers in two regions, namely the Special Region of Yogyakarta and Central Java. This study received ethical approval from the Research Ethics Committee of the Faculty of Psychology, Universitas Gadjah Mada (Approval No. 5779/UN1/FPSi.1.3/SD/PT.01.04/2024). Prior to data collection, all participants were provided with information regarding the study objectives and signed an informed consent form, including consent to be audio-recorded during the interview process. Participant identities and factory names were kept confidential through the use of pseudonyms, and all data were securely stored and accessible only to the research team.

Participants

The participants were female workers employed in garment factories. Data collection was conducted sequentially, beginning with quantitative data collection through a survey and followed by qualitative data collection through in-depth interviews (Creswell & Creswell, 2017). The sample size for the quantitative phase was determined by considering the commonly used rule of thumb for Structural Equation Modeling (SEM). Wang and Wang (2019) noted that some studies have used approximately 200 participants as a sample size for SEM analyses. Based on this consideration, the present study targeted a minimum of 200 female workers as participants in the quantitative phase.

This target sample size also considered the characteristics of the analytical approach employed in the study. Although GSCA is a component-based structural equation modeling approach, the analyses reported in this study focused on Pearson correlation and simple regression using GSCA rather than testing a complex structural model. Therefore, a minimum sample size of 200 participants was expected to provide adequate statistical power for the analyses conducted in this study. Sampling was conducted using a non-probability sampling approach, specifically through purposive sampling. Participants were required to meet several eligibility criteria, namely being female, Indonesian citizens, and aged 18 years or older. In addition, participants had to be employed as permanent, contract, monthly, or daily workers. They also had to work as production staff in the sewing department or as sewing machine operators.

Interview data were collected offline from female workers known to have experienced disciplinary actions. Interview participants were selected purposely using a snowball sampling method. This sampling technique involves initially selected participants being asked to recommend other individuals who also meet the study criteria. The process continues with referrals from newly recruited participants, allowing the sample size to expand progressively, similar to a rolling snowball. When interviews revealed severe psychological experiences, including expressions of suicidal ideation, researchers provided participants with the opportunity to pause or discontinue the interview. Participants were also informed about available psychological support services that they could access if needed.

Measurement Instruments

The survey instrument used to identify the presence of disciplinary actions was the Leader-Member Exchange Multidimensional Measure (LMX-MDM). Employees who experience abusive behavior from their supervisors tend to report lower levels of leader-member exchange (LMX) (He et al., 2021). Consistent with previous studies, abusive supervisory behavior was considered a factor that negatively affects leader-member exchange (Haggard & Park, 2018; Lian et al., 2012; Xu et al., 2015). Consequently, supervisors and employees are less likely to develop high-quality leader-member exchange relationships when supervisors engage in abusive behavior toward subordinates (Haggard & Park, 2018; Xu et al., 2015). The LMX-MDM consists of four dimensions with a total of 11 items (Liden & Maslyn, 1998). The dimensions measured by the LMX-MDM are affect, loyalty, contribution, and professional respect (Pranata, 2016). All dimensions were combined to measure a single construct of leader-member exchange.

It should be noted that the LMX-MDM assesses the overall quality of supervisor-subordinate relationships and is not a direct measure of disciplinary actions or verbal abuse. In this study, LMX was used as a quantitative indicator of workplace relationship quality, which has been associated in the literature with abusive supervisory behaviors (He et al., 2021; Lian et al., 2012). Meanwhile, experiences and forms of disciplinary actions were explored directly through interviews during the qualitative phase of the study.

Job Stress

Job stress was measured using the Role Stressor Scale. The Role Stressor Scale assesses three dimensions, namely role conflict, role ambiguity, and role overload, and consists of 13 items (Febriana et al., 2022). Among these dimensions, role overload was considered the most relevant for measuring job stress. This dimension captures time pressure, workload pressure, excessive task demands, engagement in unnecessary tasks, and poor supervisory behavior. These factors have been identified as major antecedents of job stress (Vanishree, 2014).

Job Performance

Job performance was measured using the Individual Work Performance Questionnaire (IW PQ) developed by Widyastuti and Hidayat (2018). The questionnaire consists of 18 items that assess task performance, contextual performance, and counterproductive work behavior. According to Windarko et al. (2023), job performance is an important indicator that can predict worker productivity. All dimensions of the questionnaire were combined to measure a single construct of job performance.

Data Analysis Strategy

Quantitative and qualitative data were analyzed separately within an explanatory sequential mixed-methods design, after which the findings from both strands were integrated (Creswell & Creswell, 2017). Quantitative data, comprising disciplinary actions as indicated by leader-member exchange (LMX), job stress, and job performance, were analyzed using descriptive statistics and correlation analysis. Correlation analysis was conducted to examine the relationships among variables, with the direction and strength of associations interpreted based on correlation coefficients (Schober et al., 2018).

If significant correlations ($p < .05$) were identified among leader-member exchange (LMX), job stress, and job performance, the analysis proceeded with regression modeling using the Generalized Structured Component Analysis (GSCA) method. GSCA is an approach within Structural Equation Modeling (SEM) that is based on component structures linking observed indicators to latent constructs (Hwang et al., 2010). GSCA produces results comparable to those of Partial Least Squares (PLS) while offering several advantages, including the assessment of overall model fit and the ability to conduct multigroup comparisons with cross-group constraints (Hwang & Takane, 2014).

According to Hwang and Takane (2014), GSCA consists of three primary submodels: the measurement model, structural model, and weighted relation model. The measurement model focuses on the relationships between observed variables and their underlying indicators, ensuring that the indicators accurately reflect the constructs they represent. The structural model evaluates relationships among latent variables, allowing researchers to examine both direct and indirect effects between constructs. Finally, the weighted relation model determines the weights assigned to indicators for each construct, reflecting the relative importance of individual indicators in representing the latent variable. By employing GSCA, researchers are able to assess the extent to which indicators represent the underlying constructs and to gain a comprehensive understanding of the structural relationships among the variables under investigation. These features make GSCA particularly suitable for studies involving

structural models, especially because it can be applied even when the assumption of normality is not fully satisfied.

Subsequently, the qualitative data collected as a follow-up to the quantitative findings were analyzed using a phenomenological approach through thematic analysis. Following Braun and Clarke (2013), thematic analysis involves identifying themes emerging from participants' accounts through a systematic process of coding, grouping codes into broader themes, and interpreting patterns as well as relationships among themes.

Results

Relationship Between Disciplinary Actions, Job Stress, and Job Performance

To examine the relationships among disciplinary actions, job stress, and job performance, the three variables were operationalized using participants' scores on the Leader-Member Exchange Multidimensional Measure (LMX-MDM), the Role Stress Scale (specifically the role overload dimension), and the Individual Work Performance Questionnaire (IWPQ). Participants' scores for disciplinary actions were derived from the LMX-MDM, which assesses the quality of leader-member exchange (LMX) between supervisors and subordinates. The quality of this exchange relationship was used as an indicator associated with the likelihood of disciplinary actions experienced by participants. Job stress scores were obtained from the role overload dimension of the Role Stress Scale, whereas job performance scores were derived from the IWPQ.

Table 1

Reliability Testing of the Research Scales

Scale	McDonald's ω
LMX-MDM	.824
Role Stress Scale – Excessive Work Stress Dimension	.862
IWPQ	.897

Source: Research results, processed with IBM SPSS v.29. 2026

Table 1 presents the results of the reliability analysis for the scales used in this study. Reliability was assessed using McDonald's ω coefficient to evaluate the internal consistency of each scale. The first scale, LMX-MDM, demonstrated high reliability, with a McDonald's ω coefficient of .824, indicating good internal consistency. Similarly, the Role Stress Scale for the Excessive Work Stress dimension demonstrated strong reliability, with a McDonald's ω coefficient of .862, indicating that the scale consistently measures excessive work stress. Finally, the IWPQ demonstrated high reliability, with a McDonald's ω coefficient of .897, indicating good internal consistency in measuring individual work performance. Overall, these findings indicate that all scales used in this study demonstrated good and psychometrically acceptable reliability, as their coefficients exceeded the recommended threshold of .70 (Azwar, 2017).

Table 2*Assumption Testing of the LMX-MDM Research Scale*

FIT	GFI	SRMR
.348	1.0	0.0

Based on the analysis presented in Table 2, the FIT value of .348 indicates that 34.8% of the total variance in the LMX variable is explained by the model. The GFI (Goodness-of-Fit Index) and SRMR (Standardized Root Mean Squared Residual) values are 1.0 and 0.0, respectively. Both indices indicate an excellent model fit. Given that the sample size exceeds 100, a $GFI \geq 0.93$ or an $SRMR \leq .08$ indicates an acceptable model fit. In this analysis, the GFI of 1.0 and SRMR of 0.0 indicate that the model fits the observed data perfectly.

Table 3*Validity Testing of the LMX-MDM Research Scale*

Item	Estimate	SE	95% CI	
Affect 1	.614	.087	.390	.729
Affect 2	.584	.077	.413	.698
Affect 3	.634	.083	.418	.762
Loyalty 1	.535	.073	.403	.660
Loyalty 2	.665	.052	.554	.747
Loyalty 3	.534	.070	.383	.655
Contribution 1	.418	.102	.229	.585
Contribution 2	.580	.071	.428	.685
Professional respect 2	.755	.038	.672	.824
Professional respect 3	.711	.037	.636	.783

Based on the results of the construct validity analysis of the LMX-MDM scale using the Generalized Structured Component Analysis (GSCA) method to assess leader-member exchange (LMX) among female workers in garment factories, all items across the dimensions of affect, loyalty, contribution, and professional respect demonstrated significant results. This conclusion is based on the 95% confidence intervals (95% CIs), none of which crossed zero, indicating that each item significantly measures its intended dimension.

Table 4*Assumption Testing of the Role Stress Scale: Excessive Work Stress Dimension*

FIT	GFI	SRMR
.535	1.0	0.0

Based on the analysis presented in Table 4, the FIT value of 0.535 indicates that 53.5% of the total variance in the excessive work stress variables is explained by the model. The GFI (Goodness-of-Fit Index) and SRMR (Standardized Root Mean Squared Residual) values are 1.0 and 0.0, respectively. Both indices indicate an excellent model fit. Given that the sample size exceeds 100, a $GFI \geq 0.93$ or an $SRMR \leq 0.08$ indicates an acceptable model fit. In this analysis, the GFI of 1.0 and SRMR of 0.0 indicate that the model fits the observed data perfectly.

Table 5*Validity Testing of the Role Stress Scale: Excessive Work Stress Dimension*

Item	Estimate	SE	95% CI	
Excessive stress 1	.745	.050	.659	.832
Excessive stress 2	.819	.027	.760	.855
Excessive stress 3	.808	.036	.729	.875
Excessive stress 4	.863	.022	.810	.897
Excessive stress 5	.767	.039	.662	.825

Based on the results of the construct validity analysis of the Role Stress scale for the Excessive Work Stress dimension using the GSCA method to assess work stress levels among female workers in garment factories, all items representing the Excessive Work Stress dimension demonstrated significant results. This conclusion is based on the 95% confidence intervals (95% CIs), none of which crossed zero, indicating that each item significantly measures the Excessive Work Stress dimension.

Table 6*Assumption Testing of the IWPQ Research Scale*

FIT	GFI	SRMR
.368	1.0	0.0

Based on the analysis presented in Table 6, the FIT value of 0.368 indicates that 36.8% of the total variance in the performance variables is explained by the model. The GFI (Goodness-of-Fit Index) and SRMR (Standardized Root Mean Squared Residual) values are 1.0 and 0.0, respectively. Both indices indicate an excellent model fit. Given that the sample size exceeds 100, a $GFI \geq 0.93$ or an $SRMR \leq 0.08$ indicates an acceptable model fit. In this analysis, the GFI of 1.0 and SRMR of 0.0 indicate that the model fits the observed data perfectly.

Table 7*Validity Testing of the IWPQ Research Scale*

Item	Estimate	SE	95% CI	
Task performance 1	.641	.054	.513	.728
Task performance 2	.519	.086	.335	.678
Task performance 3	.676	.063	.529	.780
Task performance 4	.656	.061	.537	.783
Task performance 5	.680	.062	.512	.787
Contextual performance 1	.729	.046	.626	.811
Contextual performance 2	.702	.044	.610	.780
Contextual performance 3	.764	.036	.697	.824
Contextual performance 4	.660	.059	.541	.768
Contextual performance 5	.805	.035	.733	.857
Contextual performance 6	.728	.053	.584	.822

Continued on next page

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Item	Estimate	SE	95% CI	
Contextual performance 7	.722	.050	.569	.792
Contextual performance 8	.668	.053	.545	.753
Counterproductive work behavior 1	-.551	.084	-.680	-.376
Counterproductive work behavior 2	-.336	.124	-.539	-.105
Counterproductive work behavior 3	-.398	.122	-.586	-.122
Counterproductive work behavior 4	-.317	.121	-.534	-.085
Counterproductive work behavior 5	-.325	.124	-.553	-.091

Based on the results of the construct validity analysis using the GSCA method on the IWPQ scale measuring work performance, the items assessing task performance and contextual performance demonstrated valid and significant results. Statistical significance was assessed based on the 95% confidence intervals (95% CIs), none of which crossed zero. In contrast, all items in the counterproductive work behavior dimension showed negative factor loading estimates. The items in the counterproductive work behavior dimension were unfavorable items and had been reverse-scored. However, the negative factor loading estimates indicate that these items performed poorly and did not demonstrate adequate validity. Therefore, all items in the counterproductive work behavior dimension should be removed from further analysis.

Table 8*Descriptive Analysis*

Statistic	LMX	Work Stress	Work Performance
Valid	208	208	208
Mean	3.152	2.613	3.252
SD	.495	.712	.732
Skewness	.312	-.135	.472
Kurtosis	.494	-.289	-.057

Based on Table 8, the mean LMX score among the 208 participants was 3.152 ($M = 3.152$, $SD = .495$). The skewness value for LMX was .312, indicating a slightly right-skewed distribution, while the kurtosis value was .494, indicating a distribution that was close to normal. The mean work stress score among the 208 participants was 2.613 ($M = 2.613$, $SD = .712$). The skewness value for work stress was -.135, indicating a slightly left-skewed distribution, while the kurtosis value was -.289, indicating a distribution that was close to normal. The mean work performance score among the 208 participants was 3.252 ($M = 3.252$, $SD = .732$). The skewness value for work performance was .472, indicating a slightly right-skewed distribution, while the kurtosis value was -.057, indicating a distribution that was close to normal. Overall, the participants showed variation in LMX, work stress, and work performance scores, with the data exhibiting approximately normal distributions.

Table 9*Pearson's Correlation Analysis*

		Variable	
		LMX	Work Stress
LMX	Pearson's r	—	—
	p-value	—	—
Work Stress	Pearson's r	-.055	—
	p-value	.430	—
Work Performance	Pearson's r	.197	-.073
	p-value	.004	.297

Based on the Pearson correlation analysis, a significant correlation was found between leader-member exchange (LMX) and work performance ($r = .197, p = .004$). This indicates that higher LMX scores are associated with higher work performance scores reported by the workers. However, no significant correlation was found between LMX and work stress ($r = -.055, p = .430$), or between work stress and work performance ($r = -.073, p = .297$).

Simple Regression Analysis Using the GSCA Method

The correlation analysis revealed a significant relationship between leader-member exchange (LMX) and work performance ($r = .197, p = .004$). Given that the significance level was below .01, a regression analysis was conducted to further examine the effect of LMX on work performance. To investigate the effect of LMX on work performance in greater depth, a simple regression analysis was performed using the Generalized Structured Component Analysis (GSCA) method. See Figure 1

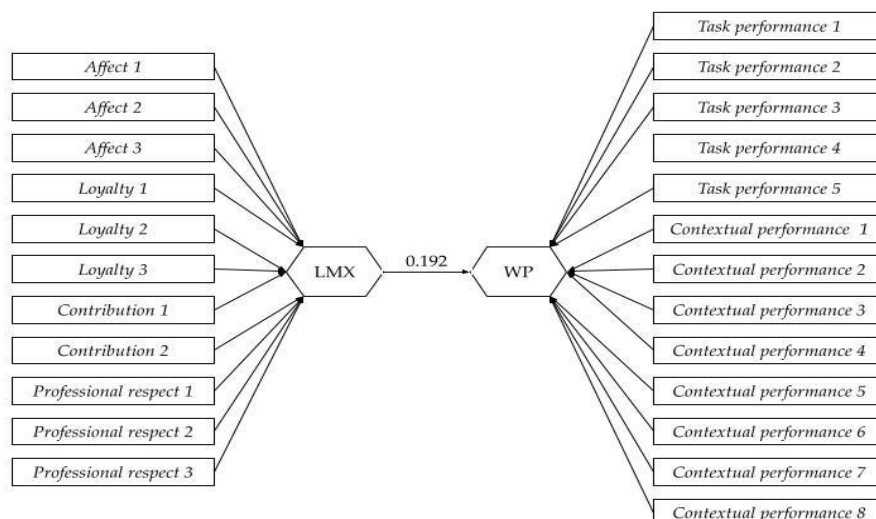
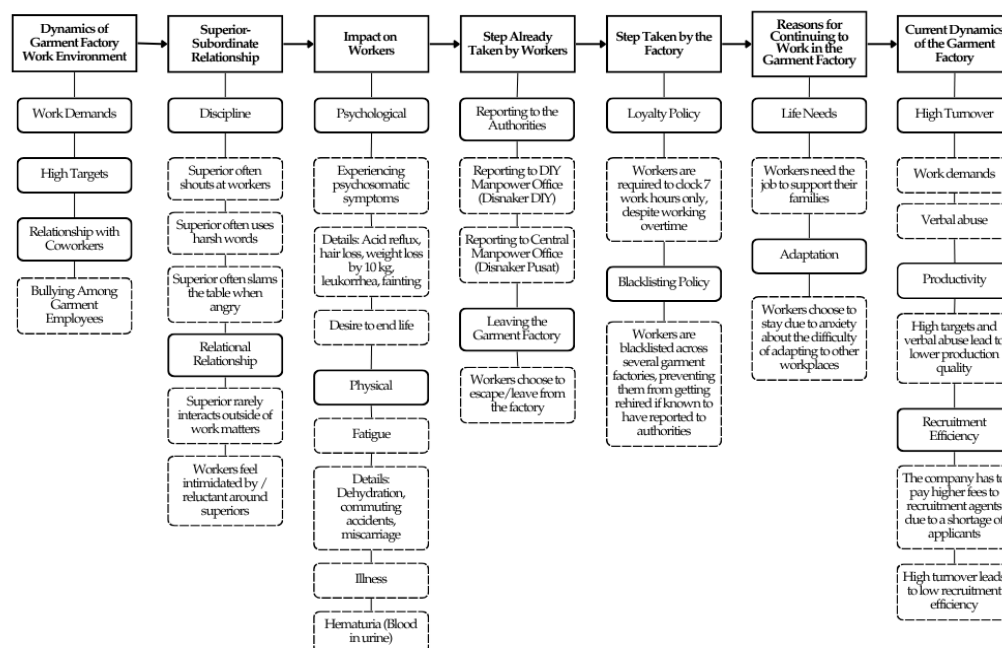
Figure 1*GSCA Analysis Diagram of LMX and Work Performance (WP) Variables*

Table 10*Pearson's Correlation Analysis*

	Estimate	95% CI		
		SE	Lower	Upper
LMX → Work Performance	.192	.083	.030	.355

Based on the analysis results shown in Figure 1 and Table 10, the estimated effect of LMX on performance is .192, with a standard error (SE) of .083 and a 95% confidence interval (95% CI) ranging from .03 to .355. Since this confidence interval does not cross zero, this estimated effect can be considered significant. This implies that LMX has a positive and significant effect on the performance of female workers in garment factories. See Figure 2

Figure 2*GSCA Analysis Diagram of LMX and Work Performance (WP) Variables**Dynamic Model of Disciplinary Practices in Garment Factories*

Based on the qualitative data analysis using thematic analysis, a Dynamic Model of Disciplinary Practices in Garment Factories was identified. The themes that emerged from the thematic analysis included: (1) the Dynamics of the Garment Factory Work Environment, (2) Supervisor-Subordinate Relationships, (3) Impacts on Workers, (4) Actions Taken by Workers, (5) Actions Taken by the Factory,

(6) Reasons for Remaining Employed in the Garment Factory, and (7) the Current Dynamics of the Garment Factory. Interviews with the three participants indicated that these themes were interconnected and collectively shaped the dynamics of disciplinary practices within the garment factory setting.

Dynamics of the Garment Factory Work Environment

This theme captures the dynamics of working conditions within the garment factory environment. The work environment encompassed both job demands and relationships among coworkers. The garment factories in which the participants were employed operated under high production quota targets and strict time constraints. These production targets were assigned either individually or through a group-based production system commonly referred to as a line. Based on the qualitative data analysis using thematic analysis, a Dynamic Model of Disciplinary Practices in Garment Factories was identified. The themes that emerged from the thematic analysis included: (1) the Dynamics of the Garment Factory Work Environment, (2) Supervisor-Subordinate Relationships, (3) Impacts on Workers, (4) Actions Taken by Workers, (5) Actions Taken by the Factory, (6) Reasons for Remaining Employed in the Garment Factory, and (7) the Current Dynamics of the Garment Factory. Interviews with the three participants indicated that these themes were interconnected and collectively shaped the dynamics of disciplinary practices within the garment factory setting. Dynamics of the Garment Factory Work Environment This theme captures the dynamics of working conditions within the garment factory environment. The work environment encompassed both job demands and relationships among coworkers. The garment factories in which the participants were employed operated under high production quota targets and strict time constraints. These production targets were assigned either individually or through a group-based production system commonly referred to as a line.

"Each person has to achieve a target of one hundred and twenty units per hour" (Participant N).

Original: "Per satu orangnya, satu jamnya harus mendapatkan seratus dua puluh." (N)

Another participant explained the production target in relation to the number and price of products:

"For one pair of men's underwear, the package contains two pieces and costs 28,000. For women's underwear, one piece costs one million" (Participant N).

Original: "Satu celana dalam kalau buah cowok itu isi 2, 28,000. Kalau buah cewek 1 juta." (N)

High work targets were also reflected in the pressure placed on workers to work overtime under the notion of loyalty. In this context, loyalty refers to the expectation that workers remain at the factory beyond their regular working hours to meet production and shipment targets. This work system required workers to perform overtime without receiving additional compensation for the extra hours worked. Participants reported that they sometimes had to work for more than 12 hours to meet shipment targets. One participant explained:

"Loyalty means going home at 3 p.m. But we go home around maghrib time. Yes, we go home around maghrib time" (Participant N).

Original: "Loyalitas itu kalau pulangny jam 3. Tapi kita pulangny sampai maghrib. Oh pulangny sampai maghrib." (N)

The practice of extended working hours was also reflected in reports of workers returning home late at night:

"Usually, some people go home at midnight, or at 1 a.m." (Participant N).

Original: "Biasanya ada yang pulang jam 12 malam, jam 1 malam." (N)

Another participant described the pressure associated with shipment targets:

"Yes, that is because the shipment does not sleep, it does not sleep. How can we sleep when it is already 12 or 1 a.m. and we cannot sleep? Even if we go home at 3 a.m., we have to leave again in the afternoon..." (Participant D).

Original: "Hooh, itu karena shipment nggak tidur, nggak tidur, kita mau tidur gimana jam 12, jam 1 nggak tidur, itu pun kalau kita pulang jam 3 kita harus berangkat siang..." (D)

The extent of overtime was further illustrated by another participant:

"Sometimes, we work overtime from 4 p.m. and go home at 8 a.m." (Participant Y).

Original: "Kadang lembur jam 4 (sore) pulang jam 8 (pagi)." (Y)

In addition to excessive work demands, bullying among garment workers was also reported. Such behavior was primarily directed by senior workers toward newly recruited employees. Participants suggested that one reason for this behavior was that senior workers perceived new employees as working too slowly, thereby hindering the achievement of production-line targets. One participant stated:

"Usually, when there is a new worker, how should I put it? They are kind of bullied. I mean, you have to achieve this target, right?" (Participant Y).

Original: "Biasanya kalau ada yang anak baru situ kayak apa ya? Kayak dibully gitu loh. Maksudnya kamu harus dapat ini kan." (Y)

Supervisor–Subordinate Relationships

Disciplinary practices in the garment industry were carried out by superiors at various organizational levels, including supervisors, chiefs, and managers. These practices were primarily intended to ensure the achievement of production targets and worker efficiency. Across the three participants, the disciplinary practices they experienced were predominantly characterized by verbal aggression. Superiors also reportedly used intimidating behaviors, including banging on desks and shouting at workers. One participant described such behavior as follows:

"Sometimes, when they are really angry, they bang on the table. Or when they are really angry, they use harsh words. Then they say things like 'stupid' or 'idiot'" (Participant N).

Original: "Nanti kalau ada yang bener-bener marah gebrak meja. Atau nanti bener-bener marah bilang kasar. Terus bilang bodoh lah tolol lah gitu." (N)

Another participant compared the experience to being shouted at during student orientation:

"Well, how should I put it? Maybe like in college, when seniors initiate new students, or during orientation, when they shout at you" (Participant D).

Original: "Ya apa ya mbak, kalau di kuliah mungkin digojloki, diospek, di apa ya dibentak-bentak gitu." (D)

A third participant summarized the behavior more briefly:

"Some are kind, and some are not. They just shout" (Participant Y).

Original: "Ada yang baik, ada yang nggak. Cuma teriak-teriak aja." (Y)

Harsh disciplinary practices by superiors also subjected workers to considerable psychological pressure, which in some cases reportedly resulted in workers fainting. One participant described an incident involving a worker who was shouted at by a manager:

"There were many people in that group, and there was a supervisor, but the manager was different. She was shouted at, perhaps because she could not handle the psychological pressure, and she immediately fainted" (Participant D).

Original: "...kloter gitu banyak terus ada yang supervisor, tapi manajernya udah beda dibentak, mungkin karena mentalnya gak kuat apa-apa, dia langsung pingsan." (D)

Impacts on Workers

The harsh disciplinary practices imposed by superiors had both psychological and physical impacts on garment workers. Psychological impacts included psychosomatic symptoms and thoughts of ending one's life. Among the psychosomatic symptoms reported by participants were gastric problems. Participants also reported that one of their colleagues had died after experiencing gastric problems. One participant stated:

"Gastric problems, then [she] went home and died..." (Participant N).

Original: "Asam lambung terus pulang, meninggal..." (N)

Another participant described experiencing severe despair:

"I have also experienced despair. When I was at X, I thought, 'Why don't I just get hit by a motorcycle and die immediately?'" (Participant D).

Original: "Saya aja pernah kok, putus asa waktu di X itu loh, kenapa aku nggak ketabrak motor aja langsung mati gitu loh." (D)

Other psychosomatic symptoms reported by participants included weight loss, hair loss, and vaginal discharge. One participant explained:

"Within one to three years, my weight dropped by 10 to 15 kilograms" (Participant N).

Original: "Dalam waktu satu tahun sampai tiga tahun. Berat badan turun 10 kg, 15 kg." (N)

The same participant also reported:

"My hair was falling out, and I did not want to eat" (Participant N).

Original: "Rambut rontok, gak mau makan." (N)

The participant further stated:

"Yes, I had vaginal discharge for seven months" (Participant N).

Original: "Iya tuh 7 bulan keputihan." (N)

The physical health impacts experienced by garment workers, based on the qualitative findings, included exhaustion and various health problems. Exhaustion was reflected in reports of workers fainting because of dehydration, experiencing miscarriages, and being involved in accidents after working overtime. Among the predominantly female garment workforce, miscarriage was reported by participants as a relatively common occurrence associated with exhaustion. Traffic accidents involving factory workers who were fatigued after working overtime were also reported. One participant stated:

"There were also cases of miscarriage. There were even accidents, too" (Participant N).

Original: "Ada yang keguguran juga. Sampai kecelakaan juga ada sih kak." (N)

Another participant similarly reported:

"There are people in the factory who have had miscarriages" (Participant D).

Original: "Kalo orang di pabrik ada yang keguguran." (D)

High production targets, company policies, and supervisors' shouting reportedly encouraged workers to continue working despite their health conditions and severe fatigue. For example, workers reported suppressing their need to drink water and use the restroom. Such practices were associated with reports of hematuria and dehydration among garment workers. One participant explained:

"Yes, I refrain urinating from morning until I get home" (Participant Y).

Original: "Iya, nahan kencing. Dari pagi sampai rumah." (Y)

Another participant stated:

"The illnesses commonly found in the factory are definitely gastric problems, and not drinking enough.

We do not drink enough, and many people have blood in their urine" (Participant Y).

Original: "Penyakit pabrik itu mesti lambung, ambil, sama kurang minum. Sama ini, kita kan kurang minum, banyak yang pipis di darah itu lho." (Y)

The participant added:

"And dehydration" (Participant Y).

Original: "Sama kurangan cairan." (Y)

The difficulty of taking breaks to drink water was also described:

"We are allowed to [drink], but we have to keep working. There is no time. If we drink, they ask, 'Why haven't you finished five yet?' So we say, 'Later'" (Participant Y).

Original: "Boleh, tapi kan kita harus kerja terus. Gak mungkin ada waktu. Kalo kita minum, kok harus dapet lima abis? Nanti aja." (Y)

Actions Taken by Workers

The physical and psychological complaints experienced by workers, together with long working hours without additional compensation under the practice referred to as loyalty, encouraged workers to take various actions to seek assistance from relevant authorities. Workers had reported these conditions to the Dinas Tenaga Kerja DIY (Yogyakarta Special Region Manpower Office). However, according to the participants, the Dinas Tenaga Kerja DIY was perceived as ineffective in imposing sanctions on garment factories, particularly regarding the practice of loyalty. One participant described the reporting process:

"Then they came and conducted audits, and things became orderly, so at 3 p.m. we had to fingerprint and immediately go home. Then things became orderly. We reported it twice again, but it did not work. Then we reported it again, but the factory workers reported it to the Manpower Office, and the Manpower Office did not do anything. We reported it to the Jakarta Manpower Office. They said that the Jakarta Manpower Office could not do anything either. We went to an even higher authority, and now things are orderly" (Participant D).

Original: "...terus didatangi ada audit-audit, terus tertib jadi jam 3 harus finger langsung pulang, terus tertib-tertib 2 kali dilaporin lagi nggak mempan, terus dilaporin lagi tapi itu juga pabrik, apa... anak-anak pabrik dilaporin ke Disnaker, tapi Disnaker nggak mempan to, dilaporin ke Disnaker Jakarta Katanya Disnaker Jakarta nggak mempan apa-apa, atasnya lagi terus sekarang tertib." (D)

In addition to reporting the conditions to the relevant authorities, many workers chose to "escape" (kabur) from the garment factory. The term kabur refers to workers who stopped coming to work for several days with the intention of leaving their jobs because they could no longer cope with the high-pressure factory environment, characterized by pressure from superiors and high production targets. One participant explained:

"Yes... then another friend of mine escaped—I mean, she just left. She took some time off and never came back" (Participant D).

Original: "Hooh... terus temen saya yang satunya apa, melarikan diri, maksudnya kabur gitu loh, istirahat, ga pulang lagi." (D)

Actions Taken by the Factory

Two main issues emerged within this theme: the measures taken by garment factories to circumvent Dinas Tenaga Kerja inspections and the measures taken by factories to deal with employees who "escaped" (kabur). Garment factories required workers to record their attendance according to the official working hours, namely 3 p.m. Consequently, workers' attendance records indicated that they had left at 3 p.m., even though, in practice, they were required to continue working overtime for several additional hours. Workers who violated this arrangement were subsequently subject to sanctions. One participant explained:

"Because earlier you asked, 'What happens if we do not meet the target?' Well, we fingerprint first and then go back to work. Eventually, employees do not want to be disadvantaged. So, for example, if I do not

have an SPL, I have to fingerprint at 3 p.m., right? I fingerprint at 3 p.m. and continue working until I finish, maybe until 6 or 5 p.m. Then HR knows that I did not have an SPL and asks why I went home at 6 p.m., or at this time or that time, and then I get sanctioned" (Participant D).

Original: "Soalnya kan tadi masnya tanya kalo gak dapet target, gimana? ya nanti kita fingerprint terus nanti kita balik lagi lama-lama kan karyawan juga gak mau kan dirugikan jadi misalkan saya gak SPL, jam 3 aku harus finger enggak, saya fingernya sampai saya dapat jadi nanti jam 6, jam 5, nanti kan di HRD tau ini gak SPL, kenapa pulangnya jam 6, jam ini, jam ini, terus kena sanksi." (D)

Reasons for Remaining Employed in the Garment Factory

Harsh disciplinary practices and the difficult working environment did not necessarily lead garment workers to leave their jobs. This decision was primarily driven by economic needs, including supporting their children and repaying debts. One participant stated:

"My salary and paying off my debts" (Participant N).

Original: "Gaji sama membayar hutang." (N)

Another participant explained:

"I need money for my child" (Participant Y).

Original: "Saya butuh duit buat anak." (Y)

The participant further emphasized:

"Anyone who does not need money? It is still impossible [to leave]" (Participant Y).

Original: "Ada yang nggak butuh duit mesti nggak bisa." (Y)

Difficulty adapting to a new workplace was another reason workers chose to remain employed in garment factories. One participant explained:

"Because adapting is difficult. For example, becoming a new person again is difficult. Here, we know these people and those people. If we go to another factory, we might just stay quiet because we do not know anyone. Adapting is difficult. I would rather be treated harshly and shouted at by people I already know because I feel more comfortable with them" (Participant D).

Original: "...soalnya beradaptasi, itu susah soalnya, misalnya mau jadi orang baru lagi itu susah, di sana kita kenal ini ini kalau kita ke pabrik lain mungkin kita diem, kita nggak tau siapa dia, mau beradaptasi itu susah, mending saya digalak dibentak tapi dengan orang-orang yang kenal lebih nyaman." (D)

Current Dynamics of Garment Factories

Work stress and disciplinary practices also had consequences for the garment factories themselves. These consequences were reflected in high employee turnover, declining productivity, and inefficient recruitment. High turnover was not accompanied by sufficient interest in working in garment factories. The reputation of garment factories as harsh working environments caused many individuals to be reluctant to seek employment in the industry. Consequently, factories had to provide additional

incentives to existing workers who could recruit new employees. One participant described the high turnover:

"A lot of people keep leaving and joining, leaving and joining" (Participant D).

Original: "Banyak keluar masuk, keluar masuk." (D)

Another participant explained the recruitment practice:

"A lot. My workplace is always opening vacancies, always recruiting. Even the manager said, 'If you can bring someone to work here, you will get 500 [thousand rupiahs]'" (Participant N).

Original: "Banyak, kan tempat saya selalu buka lowongan, buka lowongan, sampai manajernya itu... kalau mbaknya bisa bawa orang nanti dikasih uang 500..." (N)

Participants also reported that high work demands and harsh disciplinary practices actually reduced both the quality and quantity of production. One participant stated:

"It decreased. Because the sewing goes directly to [brand name]. Yes. Then many unfinished pieces are sent back. The output target is 120, but the unfinished pieces can be 30 or 40. That is a lot, right?" (Participant N).

Original: "Menurun. Soalnya langsung jahitnya ke (nama merek). Iya. Nanti banyak permaan mundur. Output 120, nanti permainan nya bisa 30, 40. Banyak banget ya?" (N)

Discussion

The findings of this study indicate that higher leader-member exchange (LMX) scores among female garment factory workers reflect better relationships between employees and their supervisors. Employees who experience abusive supervisory behaviors tend to report lower levels of LMX (He et al., 2021). Therefore, negative, harsh, or cruel disciplinary practices directed toward workers may be reflected in lower LMX scores.

The correlation analysis revealed a significant positive relationship between LMX and job performance. This finding suggests that the lower the level of harsh disciplinary treatment received from supervisors, the higher the level of self-reported job performance among workers. Similarly, the regression analysis demonstrated that a positive supervisor-subordinate relationship, as reflected by higher LMX, significantly predicted better job performance among female garment factory workers. Thompson et al. (2019) similarly found that workers exposed to harsh disciplinary practices tended to exhibit lower levels of performance. Furthermore, low levels of LMX may exacerbate the detrimental effects of abusive supervision on employee performance. Likewise, Gameda and Lee (2020) identified LMX as an important predictor of employee job performance. Supporting the finding that harsh disciplinary practices are negatively associated with performance, Zhou (2016) argued that the impact of abusive disciplinary practices on performance may depend on workers' collective perceptions of fairness. If workers do not perceive harsh disciplinary actions as unfair, such practices may not necessarily reduce performance. In contrast, Li et al. (2022) reported that harsh disciplinary practices could positively

influence job performance and that higher levels of LMX were associated with stronger positive effects of harsh disciplinary actions on performance outcomes.

This study did not find a significant relationship between LMX and job stress. This result suggests that the disciplinary practices experienced by female garment factory workers were not statistically associated with job stress. This finding differs from that of Harms et al. (2017), who reported that LMX was negatively correlated with stress levels, while abusive disciplinary practices were positively associated with stress. One possible explanation is that workers may not perceive disciplinary practices as unfair and therefore do not identify them as stressors (Zhou, 2016). However, this quantitative finding contrasts with the interview data, which indicated that participants experienced considerable job stress manifested through psychosomatic symptoms. These psychosomatic symptoms may stem from the job stress experienced by workers (Frese, 1985). Job stress refers to emotional and physical conditions that affect individuals' performance, efficiency, and well-being (Rubin et al., 2021). According to Nisar and Srivastava (2017), psychosomatic symptoms emerge when the body responds to environmental stressors. In the present study, participants reported gastric disorders, hair loss, and abnormal vaginal discharge as psychosomatic symptoms. Previous research has identified low wages, long working hours, overtime work, unhealthy work environments, poor working conditions, factory overcrowding, unpleasant supervisory behavior, and inadequate health facilities as major sources of stress among garment workers (Yuan et al., 2022).

Furthermore, participants reported that gastric disorders had severe consequences and, in some cases, threatened workers' lives. Some participants also expressed thoughts of ending their lives as a result of overwhelming stress. These reports suggest that workers experienced serious psychological consequences associated with their working conditions. In addition, female garment workers in this study reported a range of physical health problems. This finding is consistent with Akhter et al. (2019) who described health problems as a common aspect of daily life among female garment workers. The health issues identified in this study included hematuria, dehydration, and miscarriage. These conditions appeared to result from workers neglecting their physical well-being because of demanding production requirements. Recent research has similarly suggested that the health needs of pregnant women receive insufficient attention within the garment industry (Kabir et al., 2022). High production targets and supervisory pressure often led workers to postpone drinking water and using restroom facilities, contributing to dehydration and urinary health problems.

Extended working hours, particularly under the practice referred to by participants as "loyalty," were another important concern. This system required workers to remain at work beyond normal working hours without receiving additional compensation. As a consequence, workers experienced severe fatigue and were often required to return home late at night or in the early morning hours to meet production targets. Such conditions increased the risk of traffic accidents after work. The study also found no significant relationship between job stress and job performance among female garment factory workers. This finding suggests that the job stress experienced by workers was not directly associated with decreased performance. This result differs from that of Burman and Goswami (2018), who found that job stress negatively affects not only physical and psychological well-being but

also employee performance and productivity. Similarly, Sari et al. (2021) reported that non-standard working hours and poor relationships with supervisors contributed to job stress, which in turn reduced employee performance. However, it should be noted that the Role Stress Scale used in the present study primarily measured stress arising from excessive work demands. Another factor that may have influenced the relationship between stress and performance is the gender composition of the sample. All study participants were women. Consequently, the stress experienced by female garment workers may be influenced by factors beyond workplace demands. As noted by Gyllensten and Palmer (2005) and Yunita and Saputra (2019), women often report higher levels of stress than men. Multiple role conflicts, including family responsibilities as well as work-study or work-family conflicts, may contribute to elevated stress levels among women (Muis et al., 2021; Thamrin et al., 2019).

Harsh disciplinary practices in the garment industry were reported to be carried out by individuals occupying supervisory, chief, and managerial positions. Such practices were primarily intended to achieve production targets and improve efficiency. This finding is consistent with Adler et al. (2017), who argued that poor treatment of garment workers and excessive overtime demands are often motivated by efforts to reduce production costs, meet demanding production quotas, and maintain highly controlling forms of labor management. All three participants reported disciplinary practices involving verbal abuse. This finding aligns with the results of Akhter et al. (2019), who found that supervisors often ridicule and humiliate workers in front of others when production targets are not met. Such experiences contribute to employees leaving or "running away" from factories because they can no longer tolerate the work environment. Caesens et al. (2019) similarly suggested that repeated mistreatment by supervisors diminishes workers' sense of self-worth.

The disciplinary practices and work systems identified in this study generated negative consequences not only for workers but also for garment factories themselves. These consequences included high employee turnover, declining productivity, and inefficient recruitment processes. Excessive workload emerged as one of the primary reasons workers chose to leave their jobs. Similar findings were reported by Junaidi et al. (2020), who found that high workloads increased employees' intentions to resign in the garment industry.

Verbal abuse was also reported to contribute to workers leaving factories without formally resigning. According to Hanifah et al. (2021), verbal abuse significantly influences turnover intentions among Indonesian garment workers. Higher levels of verbal abuse increase workers' desire to leave their jobs. Such abuse may result in emotional exhaustion, feelings of humiliation, anxiety, anger, depersonalization, and psychological distress, all of which contribute to lower organizational commitment, withdrawal behaviors, and turnover intentions (Kisa, 2008; Sprigg et al., 2007). High turnover rates further reduce recruitment efficiency because workers frequently resign shortly after being hired. Lian et al. (2012) argued that abusive supervision, whether physical or verbal, undermines workers' basic psychological needs and may encourage deviant workplace behaviors. These behaviors may include work avoidance, misuse of organizational resources, unethical conduct, aggression, and antisocial behavior. Such behaviors have substantial consequences for productivity (Bennett & Robinson, 2000). Work avoidance behaviors, including absenteeism, procrastination, and avoidance

of job responsibilities, are particularly detrimental to employee productivity. Reduced employee productivity ultimately contributes to lower organizational productivity.

Moreover, antisocial behaviors may extend beyond the workplace. Participants reported widely sharing stories about the harsh conditions of the garment industry, discouraging other individuals from seeking employment in garment factories. This negative reputation reduces the pool of job applicants, creating recruitment challenges for factories already struggling with high turnover rates. The imbalance between labor demand and labor supply forces factories to incur additional recruitment costs, including monetary incentives for employees who successfully recruit new workers. The discrepancy between the quantitative and qualitative findings can be understood within the logic of the explanatory sequential mixed-methods design employed in this study. The LMX scores obtained during the quantitative phase reflected the general quality of supervisor-subordinate relationships, whereas the pressures experienced by workers appeared to arise from specific forms of abusive treatment that were not fully captured by the role overload dimension of the stress scale. Another possible explanation is that workers may have normalized such harsh treatment as part of their everyday work routines and therefore did not consistently report it as a source of strain in self-report measures. Nevertheless, the consequences of these experiences were still manifested through psychosomatic symptoms, as revealed by the qualitative findings.

Limitations

This study has several limitations. First, disciplinary practices in the quantitative phase were indirectly represented through the LMX-MDM scale, which measures the overall quality of supervisor-subordinate relationships rather than directly assessing abusive supervisory behavior. Consequently, the relationship between LMX and disciplinary practices should be interpreted as indirect. Second, job stress was measured using only one dimension of the Role Stress Scale, namely role overload, which assesses sources of pressure rather than the direct experience of stress itself. This limitation may partially explain the non-significant correlations observed in the study. Third, the cross-sectional design and reliance on self-report data may have introduced bias, including the possibility that workers had normalized the harsh treatment they experienced. Fourth, the qualitative phase involved only three participants from the Special Region of Yogyakarta and Central Java; therefore, the qualitative findings may not be generalizable to garment industry contexts in other regions.

Conclusion

Based on the findings of this study, it can be concluded that the quality of supervisor-subordinate relationships, as measured by Leader-Member Exchange (LMX), is positively associated with the job performance of female garment factory workers, while experiences of harsh disciplinary practices were explored in depth through the qualitative interview phase. Higher LMX scores, indicating better relationships between workers and their supervisors, were significantly associated with higher levels of self-reported job performance. Conversely, harsh disciplinary practices may reduce LMX scores and

potentially undermine workers' reported performance. However, no significant correlations were found between LMX and job stress or between job stress and job performance in the context of this study. These findings suggest that experiences of harsh disciplinary practices are not necessarily associated with increased job stress and that job stress is not necessarily linked to lower performance among female garment factory workers.

In addition, the presence of serious psychosomatic symptoms, such as gastric disorders and thoughts of ending one's life, highlights the substantial impact of harsh working conditions and excessive work pressure on workers. These conditions may ultimately threaten the sustainability of productivity within garment factories. Violent or abusive disciplinary practices contribute to higher employee turnover, lower worker productivity, and reduced recruitment efficiency. Therefore, greater attention to workers' psychological well-being and the development of more humane working conditions should become a priority. Such efforts are essential for improving both quality of life and productivity within the garment industry.

Implications

From a theoretical perspective, the findings suggest that the quality of supervisor-subordinate relationships (LMX) plays an important role in workers' job performance. At the same time, experiences of harsh disciplinary practices should be understood as a phenomenon that may not always be adequately captured through conventional self-report instruments and may be better explored through qualitative approaches. From a practical perspective, the findings highlight the need for garment companies to establish reporting mechanisms and psychological support services for workers who experience abusive treatment from supervisors. In addition, leadership development programs that promote more supportive supervisor-subordinate relationships should be implemented, given their association with employee performance.

Recommendations

This study underscores the need for more thoughtful and humane management approaches toward garment industry workers, taking into account both supervisor-subordinate relationship dynamics (LMX) and workers' psychological well-being. The emergence of serious psychosomatic symptoms, including gastric disorders and suicidal thoughts, further demonstrates the profound impact of harsh working environments and excessive workplace pressure. In addition, governments should collaborate with factory owners, labor agencies, and international organizations to develop effective monitoring systems that simultaneously oversee productivity and employee well-being. Prioritizing workers' psychological health and improving working conditions should therefore become key priorities in efforts to enhance both quality of life and productivity within the garment sector. Future studies are expected to provide a more comprehensive understanding of this issue. Researchers are encouraged to examine this topic using more diverse samples in order to obtain a broader picture of the realities experienced by garment factory workers throughout Indonesia. To the best of our knowledge, no previous study has examined this topic using an explanatory sequential mixed-methods design. Accordingly, we hope that

this research serves as a starting point for further investigations into workplace abuse and disciplinary practices within the garment industry.

Declaration

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Authors' Contributions

DDP, AVM, MFMP, and ARA conceived and designed the study. DDP and AVM contributed to the development of the methodology. DDP, AVM, MFMP, NL, and EAW conducted the research. DDP and AVM analyzed the data. DDP, AVM, MFMP, NL, and EAW wrote the manuscript. All authors read and approved the final version of the manuscript.

Conflict of Interest

The researchers declare that they have no financial, professional, or personal conflicts of interest relevant to this research.

Declaration of Generative AI in Scientific Writing

The researchers declare that they used the AI model provided by TurboScribe AI to perform verbatim transcription. All transcription results were manually reviewed by the researchers.

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