



The Influence of Personality, Attachment, and Fatigue on Employee Turnover Intention of PT. ACTIVEWEAR

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Abstract

Background. The high turnover rate in the manufacturing industry demonstrates the need for a comprehensive understanding of the psychological factors and working conditions that influence employees' decisions to stay or leave the organization.

Purpose. This study aims to analyze the influence of personality, work attachment, and work fatigue on employees' turnover intention at PT. Seyang Activewear Cirebon.

Method. This study uses a quantitative approach with a causal associative design. Data were collected using a Likert-scale questionnaire from 285 respondents selected through accidental sampling. Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0.

Results. The results showed that personality and work attachment had a negative, significant effect on turnover intention, while work fatigue had a positive, significant effect. Simultaneously, these three variables explained 55.2% of the variation in employee turnover intention.

Conclusion. Work fatigue is the dominant factor in increasing job change intention, while adaptive personality and work attachment play a protective role. These findings confirm that turnover intention is influenced by the interaction between individual characteristics and work-related psychological conditions.

Implementation. This study recommends that companies integrate personality management, strengthen work attachment, and manage work fatigue into their human resource management strategies to improve employee retention sustainably.

Keywords: personality, work attachment, work fatigue, turnover intention, PLS-SEM.



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INTRODUCTION

Industry competition is increasingly fierce, and companies are required to manage human resources (HR) effectively as a strategic element that determines the organization's success.

Workforce stability is a major concern because the sustainability of the production process depends

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heavily on employees who can survive and adapt to work demands. Thus, the quality of the workforce is not only influenced by technical aspects but also by personality, work attachment, and the ability to handle work pressure (Restutanti, Borman, & Westi, 2021). Competent human resources remain a challenge across sectors, including the garment manufacturing industry. This industry has a fast-paced work rhythm, high production targets, and strict quality demands, leading to high work pressure for employees (Kang, 2023; Yuliana et al., 2025). In these conditions, employee turnover is difficult to avoid and can undermine the company's effectiveness and operational efficiency. In addition to the loss of skilled workers, employee turnover also increases the need for retraining and work adjustments, and the risk of a decline in production quality.

The phenomenon of high turnover is also evident in Indonesia's manufacturing industry. Surveys conducted by (Vemmi Kesuma Dewi et al., 2021) shows that the average turnover rate in the manufacturing industry is 8% per year, close to the banking sector's 10-11% and the oil and gas sector's 12%. The data show that turnover needs to be studied more seriously, especially in light of psychological factors and employee working conditions. High turnover has negative impacts, such as decreased productivity, increased workload for retained employees, and weakened organizational commitment (Vemmi Kesuma Dewi et al., 2021). Therefore, the employee's decision to leave the company cannot be seen as a sudden event, but rather as related to internal factors that need to be analyzed so that the company can develop an appropriate and sustainable retention strategy (Hanoum et al., 2023). A similar situation also occurred at PT. Seyang Activewear Cirebon is an activewear manufacturing company that relies heavily on employee performance across the production line. Based on the company's internal data over the past five years, the employee turnover rate is very high, reaching a peak of 53% in 2022.

This percentage is still far above the normal turnover standard of 10% per year, indicating structural and psychological problems in the company's work environment. This condition is a concern for researchers because high turnover can undermine the stability of the production process and, in turn, affect the achievement of the company's quality targets.

Table 1: Turnover Intention Rate of PT. Seyang Activewear Period 2021-2025

Year	Number of Employees	Employees Resign	Employee Login	Percentage Turnover
2021	1119	1088	1070	49%

2022	1126	1297	1307	53%
2023	1043	986	982	41%
2024	1055	797	784	43%
2025	996	521	418	36%

Source: PT. Seyang Activewear (October 2025)

The high turnover rate at PT. Seyang Activewear is not solely caused by differences in individual characters, but also related to the characteristics of the work, especially in the production part. The production process demands precision, consistency, and precision because the final quality of the product determines customer satisfaction. In addition, working hours take place without a shift system, with an overtime intensity that can occur for one to two weeks each month as production demand increases. Work situations like this can put employees under significant pressure. The main pressure felt by employees does not come from the length of working hours, but from the daily quality demands that must be achieved collectively. The team-based targeting system increases psychological pressure, especially for new hires who are not accustomed to the fast-paced, intense rhythm of production. In such conditions, employees are required not only to have technical skills but also to be mentally prepared to withstand work pressure. High work pressure makes work fatigue a factor to be considered in understanding turnover intention. In this study, work fatigue is associated with physical and emotional fatigue due to excessive work demands, and this condition is linked to increased absenteeism, decreased performance, and increased turnover intention. (Jyoti & Rani, 2019).

In the context of PT. As with Activewear, an indication of work fatigue does not always appear in direct complaints, but can be seen in an employee's decision to resign in a relatively short time. The case of a young employee who resigns in just five working days because he is unable to cope with the pressure of the quality and production rhythm shows that work fatigue can appear from the beginning of the working period. This phenomenon aligns with the findings of Yan et al. (2024), who state that heavy workload and daily target pressure are the main triggers of work burnout in the manufacturing industry. However, research (Septianna, 2021) shows that the effect of work fatigue on turnover intention is contextual, so it needs to be retested in a work environment with high production pressure, such as PT. Seyang Activewear. In addition to work fatigue, work attachment (*work engagement*) is also seen as a factor in employees' decisions to stay in the organization. Work attachment describes a positive psychological state characterized by energy,

dedication, and full attachment to work (Schaufeli & Bakker, 2004). Among employees with stronger work attachments, the intention to change jobs is generally lower (Winarno et al., 2022). Internally, *Work Engagement* provides benefits to employees while supporting organizational achievement (Zamralita & Putri Leleng Wilis, 2023). Previous research has shown that work attachment encourages employees to display positive behaviors beyond the demands of formal tasks, such as helping colleagues and maintaining a professional attitude, because work is seen as valuable and provides positive challenges (Na-Nan et al., 2021a). Consistent with empirical findings, work attachment is negatively associated with turnover intention (Rasulova & Tanova, 2025; Yusoff et al., 2022). When *turnover intention* is high, the company may experience declines in productivity, motivation, discipline, and employee morale (Zahara Tussoleha Rony et al., 2023). However, the conditions at PT. Seyang Activewear shows that employee attachment has not been optimally formed. The company does not have a structured retention program, so employee morale remains highly dependent on the role of supervisors and a bonus system tied to achieving targets. While tools such as suggestion boxes and performance bonuses have been put in place, there has been no long-term development program that consistently increases employee engagement. This condition strengthens the tendency to exhibit turnover intention, i.e., the employee's desire to leave the company, although it is not necessarily manifested as an outright resignation (Wang et al., 2020). In addition to situational factors, personality characteristics also affect turnover intention. The Big Five Personality model explains that neuroticism, conscientiousness, extraversion, agreeableness, and Openness Influence the way individuals assess and respond to job demands (Kang, 2023).

Individuals with *neuroticism* tend to be more prone to stress and have a tendency to *turn over intention* larger (Ardiansyah & Khaerani, 2024). Meanwhile, low *conscientiousness* can make employees less able to survive in jobs that demand high precision. In addition, the dimension *Openness* relates positively to the quality of working relationships because more open individuals are more likely to accept new ideas, diverse perspectives, and new experiences (Kang, 2023). In the context of PT. In Activewear, personality is understood as an individual factor that affects how employees respond to work pressure.

The employee recruitment process emphasizes more on sewing technical skills without being accompanied by a personality test, so the company does not have an idea of the suitability

of the employee's character in a stressful work environment. As a result, some employees are unable to adapt and choose to leave in a relatively short time. Overall, the phenomenon that occurred at PT. Seyang Activewear shows that *turnover intention* is influenced by a combination of psychological factors and working conditions, especially work fatigue and work attachment, while personality influences how employees respond to work pressure. Although personality plays a role in shaping an individual's response to stress, field findings show that heavy workloads, daily quality targets, and intense production rhythms are major triggers for decreased attachment and increased work burnout. Therefore, research on the influence of personality, attachment, and work fatigue on turnover intention in employees of PT. Seyang Activewear Cirebon is relevant and important, both for theoretical development and as a basis for developing a more effective employee retention strategy.

LITERATURE REVIEW

Personality

Personality is a psychological aspect that plays an important role in shaping the way individuals think, feel, and act in various situations, including in the context of work. Personality is formed from a relatively stable disposition pattern and is influenced by the interaction between internal and environmental factors, so it can be used to predict an individual's response to certain conditions in daily life (Chiesa A, 2020). In the study of modern psychology, the Big Five Personality theory developed by Costa and McCrae has become one of the most widely used approaches for explaining individual character differences.

On *Model Big Five Personality Model* consists of five main dimensions, namely *Extraversion*, *agreeableness*, *conscientiousness*, *neuroticism*, and *openness to experience*, which is obtained through factor analysis and are used to describe variations in human personality (Costa & McCrae, 2013). Dimensions of *extraversion* describe the individual's level of comfort in social interaction as well as the positive energy shown when interacting with others (Sonker et al., 2025). *Agreeableness* reflects a cooperative attitude, empathy, caring, and ease of cooperation (Reindl & Zacher, 2025). Further, *Conscientiousness* indicates the individual's level of compliance with regulations, norms, and work standards (Huda & Sulistyaningrum, 2024). Dimensions *Neuroticism* is related to negative emotional tendencies such as anxiety, emotional instability, and pessimism

(Howard, 2022), Meanwhile, *openness to experience* describes an individual's broad and deep level of openness to new ideas, experiences, and interests (April, 2023). Various studies show that the *Big Five Personality* traits have significant implications in the workplace.

The characteristics of a young, active, and relatively new workforce make personality differences an important predictor of an individual's resilience to the demands of rapid, repetitive production. In addition, the non-application of personality tests in the employee selection process further strengthens the relevance of using Big Five Personality theory to examine the influence of each individual's character on work fatigue, work attachment, and *turnover intention* in this study.

Work Attachment

Work attachment (*Work Engagement*) is an important concept in work psychology that describes the extent to which an individual is thoroughly involved in his or her work. According to (Rahmadani & Schaufeli, 2022) Work attachment is a positive psychological condition when an individual presents himself in full, either cognitively, emotionally, or physically, in carrying out work tasks. (Sonker et al., 2025) Adding that attachment serves as a psychological force that binds individuals to the organization, thereby reducing the tendency to leave the organization. In addition, (Dilekçi et al., 2025) states that *Work Engagement* consists of three main dimensions, namely *vigor*, *dedication*, and *Absorption*. *Vigor* is a state where individuals have good mental health, have the will to work, and have resilience in experiencing work-related difficulties (Zamralita & Putri Leleng Wilis, 2023). *Dedication* Someone who has a sense of enthusiasm, feels proud, feels deeply engaged in their work, and finds meaning in the work (Asghar et al., 2021) *Absorption* is a state when employees are so focused and enjoy their work that it is difficult to quit or switch to other activities (Obschonka et al., 2023).

Models *Job Demands–Resources (JD-R)* explains that attachment is formed when work resources are able to balance the work demands faced by employees (Rahmadani & Schaufeli, 2022). The imbalance between demands and work resources has the potential to reduce the level of attachment while increasing the risk of work burnout (Dorta-Afonso & Romero-Domínguez, 2025). In research (Rasulova & Tanova, 2025) It also highlights that technological developments can act as a resource as well as an additional burden, for example, through the high demands of connectivity and the blurring of the boundaries between work and personal life. When these conditions are not managed properly, work attachment tends to decrease, and the risk of fatigue

increases. Findings (He et al., 2025) It shows that a high level of attachment can reduce depersonalization and symptoms of emotional exhaustion. In addition, a positive organizational culture and good human resource management practices have been proven to increase attachment and reduce work burnout (Febriani & Ramli, 2023; Mohaimen et al., 2025). The repetitive work characteristics, fast production rhythm, and emphasis on collective quality make the *Vigor* and *Absorption*. It is very important in explaining the variation in employee morale. Taking these conditions into account, the model is considered most suitable for measuring employee work attachment in a labor-intensive work environment such as PT. Seyang Activewear Cirebon.

Work Fatigue

Work fatigue (*Burnout*) was first introduced by Freudenberger (1974) as a condition of extreme fatigue arising from prolonged exposure to work-related stress. This concept was further developed by Maslach and Jackson (1981), who defined work burnout as a psychological syndrome consisting of three main dimensions, namely *emotional exhaustion*, *Depersonalization*, and *reduced personal accomplishment* (Dorta-Afonso & Romero-Domínguez, 2025). In line with this, Roslina affirms that work burnout is an individual's long-term response to repetitive emotional and interpersonal stressors in the workplace. Work burnout is often triggered by factors such as excessive workload, time pressure, role conflicts, and a lack of organizational support. In the framework of the *Job Demands–Resources Model*, work fatigue occurs when high work demands are not balanced by adequate psychological resources, resulting in decreased energy and work resilience (Valtonen et al., 2025). Meanwhile, the *Conservation of Resources Theory* explains that the continuous loss of resources, whether in the form of energy, time, or social support, can worsen work fatigue over time (Surachartkumtonkun et al., 2023). In addition to job demands, the work environment also plays an important role in shaping employee work fatigue. (Paskarini et al., 2023) It found that less conducive work psychosocial conditions contribute to increased employee emotional fatigue. Conversely, high levels of work attachment have been shown to reduce depersonalization and burnout symptoms, as employees feel more psychologically connected to their work (He et al., 2025). Furthermore, the application of *High-Performance Work Systems* (HPWS) is considered effective in reducing work fatigue through increased organizational support and more systematic human resource management (Dorta-Afonso & Romero-Domínguez, 2025). Operationally, *emotional exhaustion* is defined as an individual's depletion of energy and

emotional resources due to continuous work pressure (Abdalla et al., 2021). This condition is closely related to the psychological aspects of work, which can affect work comfort and reduce an individual's capacity to perform their role optimally. Furthermore, *Depersonalization* refers to an attitude of emotional withdrawal, the appearance of violence, and a decrease in interpersonal responsiveness to colleagues or the social environment in the workplace (Paskarini et al., 2023). Reduced personal accomplishment indicates a decline in employee confidence in their ability to get the job done, as well as doubts about the contribution and impact of their performance on the organization (Vuong et al., 2025). The work fatigue model proposed by Maslach was chosen for this study because it comprehensively describes the fatigue conditions experienced by employees in a work environment with high-quality demands and intense production rhythms. The characteristics of work that require high precision, the collective achievement of production targets, and the implementation of periodic overtime contribute to emotional exhaustion and depersonalization. It is relevant to explain employees' psychological responses to the work pressures they face. In this study, work burnout was measured and operationalized using the Maslach Burnout Inventory (MBI), while the Job Demands–Resources Model and Conservation of Resources Theory served as supporting conceptual frameworks to explain the processes and factors that trigger burnout.

Turnover Intention

Intention to leave work (*turnover intention*). *It is an employee's conscious desire to leave the organization when working conditions no longer meet their psychological needs and work expectations. Turnover is defined as the voluntary transfer of employees from an organization (Vemmi Kesuma Dewi et al., 2021), while turnover intention is understood as an internal drive that is the strongest predictor of actual turnover (Normawati et al., 2025). Intentions to leave a job generally arise in response to various unfavorable working conditions, such as job insecurity, decreased motivation, and low levels of employee attachment to the organization (Wirawan et al., 2023). Within the framework of the Job Demands–Resources (JD–R) Model, the imbalance between high job demands and limited available resources encourages the occurrence of emotional exhaustion, which ultimately increases the tendency for turnover intention (Valtonen et al., 2025). In line with this, the Conservation of Resources (COR) Theory explains that when an individual's*

psychological resources continue to be depleted without adequate recovery, employees tend to leave the organization as a form of self-protection (Surachartkumtonkun et al., 2023). *Turnover intention* is also understood as a gradual cognitive process of withdrawal. According to Cenkci & Ötken (2014) and Winarno et al. (, turnover intention consists of three main dimensions, namely Thinking of quitting, which reflects the tendency of employees who often think about quitting their current job. Then there is the intention to search, which is the tendency of employees to start looking for other work alternatives, and the intention to leave, which indicates an intention to completely leave the organization within a certain period of time, for example, in the next year. These three dimensions describe the psychological stages employees experience before the decision to leave is fully realized. Various studies show that work fatigue often acts as a mediation mechanism between work stress and *turnover intention*. High levels of work burnout reinforce the employee's motivation to leave the organization, while work attachment serves as a protective factor that can suppress such intentions (Mohaimen et al., 2025). In the context of PT. As with Activewear, this condition has become increasingly relevant, given that most employees have contract status, which creates uncertainty about work status and may strengthen the relationship between work fatigue and *turnover intention*. This study uses the *Model of Turnover Intention developed by Mobley (1977) and Cummings*. Because the model emphasizes the cognitive processes individuals experience, from the emergence of job dissatisfaction through the evaluation of alternative jobs to decision-making to leave the organization. The Mobley model is assessed based on the characteristics of PT. Seyang Activewear, especially young workers, tend to make decisions to leave relatively quickly when facing pressure on work quality or incompatibility with job expectations. In addition, this model can explain early turnover, including resignations that occur within the first few days of the working period.

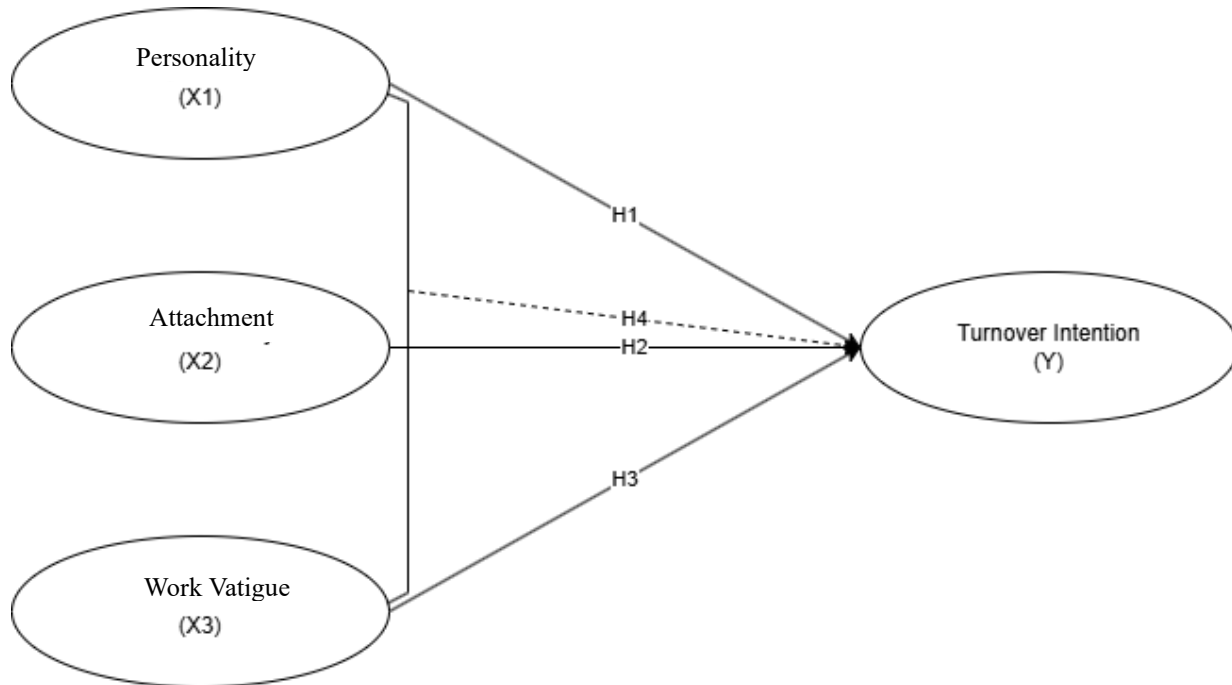


Figure 1 Frame of Mind

Hypothesis Formulation

- H1: Personality has a negative effect on turnover intention in employees of PT. Seyang Activewear Cirebon.
- H2: Attachment has a negative effect on turnover intention in employees of PT. Seyang Activewear Cirebon.
- H3: Work fatigue has a positive effect on turnover intention in employees of PT. Seyang Activewear Cirebon.
- H4: Personality, attachment, and work fatigue simultaneously have a significant effect on turnover intention in employees of PT. Seyang Activewear Cirebon.

RESEARCH METHODS

This study uses a quantitative, causal-associative design to analyze the relationship between personality (X1), work attachment (X2), and work fatigue (X3) and turnover intention (Y) among employees of PT. Seyang Activewear Cirebon. This approach was chosen because it allows researchers to systematically test the influence of variables using empirical data from respondents. Data analysis was carried out using the Structural Equation Modeling (SEM) method

based on Partial Least Squares (PLS-SEM) with SmartPLS 4.0.0. This method is used because it is suitable for studies involving multiple latent constructs and measurement indicators and can simultaneously explain the structural relationships between variables.

The population in this study is all employees of PT. Seyang Activewear Cirebon, with a total of 996 people (October 2025). The study population has relatively uniform job characteristics, especially in the patterns of working hours, production targets, and quality evaluation standards, which are applied consistently across the company. The number of samples in this study was determined using the Slovin formula with a confidence level of 95% and a margin of error of 5% (Ginting Munthe et al., 2024), resulting in 285 respondents. The sampling technique used is non-probability sampling with an accidental (convenience) sampling approach, namely, PT Seyang Activewear employees who are willing to fill out a questionnaire at the time the research is conducted. The number of samples is considered sufficient for the PLS-SEM analysis.

Data collection in this study was conducted using a Likert-scale questionnaire (1–5). On this scale, the number 1 describes the response as "strongly disagree", while the number 5 indicates "strongly agree". The statements in the questionnaire are compiled based on the indicators of each variable, including: Personality Variable (X1): "I can interact with coworkers without difficulty." Attachment Variable (X2): "I feel happy and excited about doing my job." Work Fatigue Variable (X3): "I feel very tired after finishing work." Variable Turnover Intention (Y): "I often think about quitting this job."

The research instrument used in the PLS-SEM analysis consisted of 28 statements, namely 10 items of Personality, 6 items of Work Attachment, 6 items of Work Fatigue, and 6 items of Turnover Intention. The naming of indicators in data processing is adjusted to X1_1–X1_10, X2_1–X2_6, X3_1–X3_6, and Y1_1–Y1_6. This study uses a 1–5 Likert scale. The questionnaire is provided in Google Forms and on a printed sheet, depending on field conditions.

The data analysis technique in this study uses Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The PLS-SEM analysis includes two main components, namely the measurement model (outer model) that functions to assess the quality of indicators, and the structural model (inner model) used to test the relationship between latent constructs (Hair et al., 2021).

1. Evaluation of Outer Model: Convergent validity (loading factor and AVE), Discriminant validity (Fornell-Larcker Criterion and HTMT), Construct reliability (Cronbach's Alpha and Composite Reliability).
2. Inner Model Evaluation: R-square value (R^2), Effect size (f^2), Collinearity (VIF), Predictive relevance (Q^2). Model Fit (SRMR) Goodness of Fit (GoF)

Hypothesis testing was carried out using the bootstrapping method with 5,000 subsamples and a two-tailed test. The decision to accept the hypothesis was based on a t -statistic > 1.96 and a p -value < 0.05 .

This research was carried out at PT. Seyang Activewear, which is located in Arjawinangun District, Cirebon Regency, West Java Province. The research process will take place in November 2025 and will include several stages: preparation of research instruments, data collection through questionnaires, data processing and analysis, and preparation of final research reports.

DISCUSSION

The characteristics of the respondents show that the majority of employees of PT. Seyang Activewear is composed of 20-25-year-olds (49.5%), reflecting a workforce at a productive age with relatively high physical condition and morale, while the age group under 20 years old (2.5%) is the least in line with the company's minimum working age policy. In terms of education, respondents were dominated by high school/vocational school graduates (50.9%), who were in accordance with the operational needs of technical skills-based companies, while S1 graduates (10.2%) were the smallest group and generally occupied non-production staff positions. By gender, the majority of respondents were women (67%), indicating the dominance of the female workforce in production activities that demand precision and consistency, while men (33%) played a greater role in post-production work units. Furthermore, in terms of employment period, the 1-2 year group (32.6%) is the most dominant, indicating that most employees have gone through the work adaptation stage, while the working period of less than 6 months (15.4%) is the lowest, indicating the company's ability to retain employees for a certain period of time.

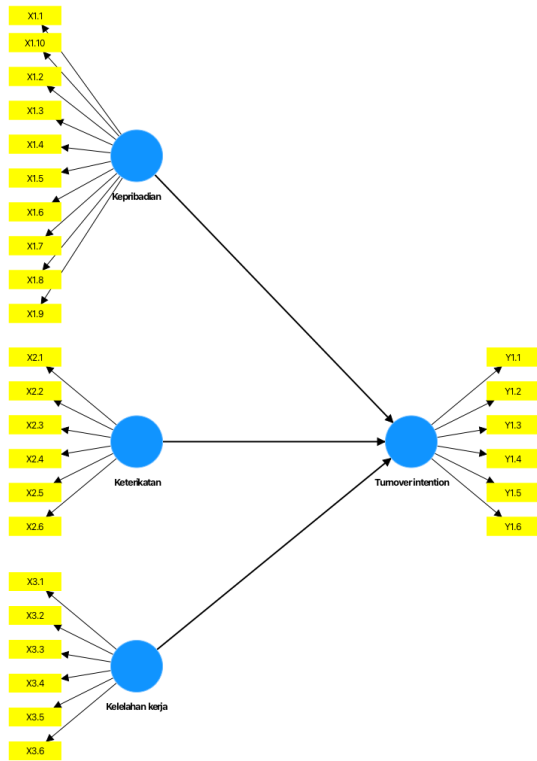


Figure 2 Research Model Structure of the relationship between research variables

Evaluation of Measurement Models (Outer Model)

The evaluation of the measurement model (outer model) in this study was conducted to assess the quality of the indicators in representing the latent construct. The outer model test includes convergent validity, discriminant validity, and construct reliability as measured through Composite Reliability and Average Variance Extracted (AVE) values.

Convergent Validity

Convergent validity assesses the extent to which an indicator represents the latent construct it measures. Convergent validity is evaluated by examining the loading factor of each indicator on its respective construct; indicators are deemed to meet the criteria if their loading factors are ≥ 0.70 . The results of the loading factor are shown below.

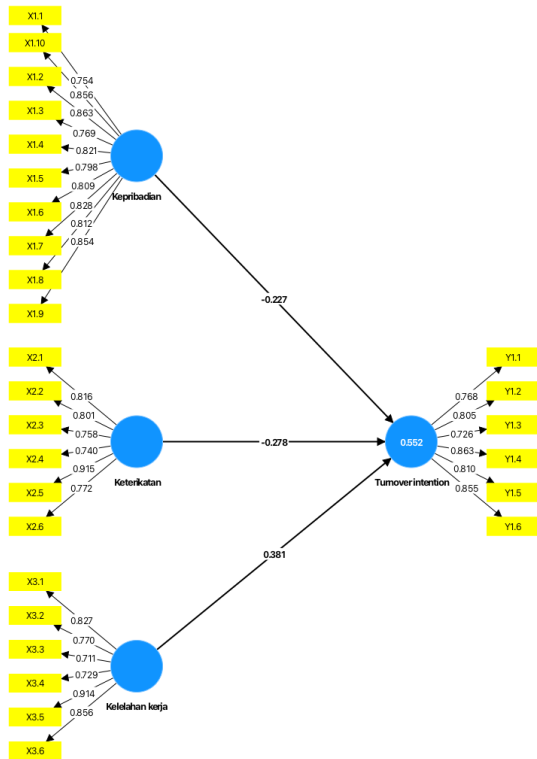


Figure 3 Loading factor value of all research items

The full picture above can be summarized in the following table:

Table 1. Loading Factor Indicator

Variable	Personality	Attachment	Work Fatigue	Turnover Intention	Remarks
X1.1	0,754				Valid
X1.10	0,856				Valid
X1.2	0,863				Valid
X1.3	0,769				Valid
X1.4	0,821				Valid
X1.5	0,798				Valid
X1.6	0,809				Valid
X1.7	0,828				Valid
X1.8	0,812				Valid
X1.9	0,854				Valid
X2.1		0,816			Valid
X2.2		0,801			Valid
X2.3		0,758			Valid
X2.4		0,740			Valid
X2.5		0,915			Valid
X2.6		0,772			Valid
X3.1			0,827		Valid
X3.2			0,770		Valid
X3.3			0,711		Valid
X3.4			0,729		Valid
X3.5			0,914		Valid

Variable	Personality	Attachment	Work Fatigue	Turnover Intention	Remarks
X3.6			0,856		Valid
Y1.1				0,768	Valid
Y1.2				0,805	Valid
Y1.3				0,726	Valid
Y1.4				0,863	Valid
Y1.5				0,810	Valid
Y1.6				0,855	Valid

Based on Table 2, all indicators in each research variable have a loading factor value of ≥ 0.70 . This indicates that each indicator is able to adequately represent the latent construct it is measuring. Thus, all indicators on personality variables, work attachment, work fatigue, and turnover intention were declared to meet the convergent validity criteria, so that the measurement model is feasible to proceed to the evaluation stage of discriminant validity and construct reliability.

Discriminant Validity

Discriminant validity is evaluated through cross-loading values, i.e., by comparing the correlation of indicators to their own constructs with their correlation to other constructs. The measurement model is considered to meet discriminant validity if each indicator has the highest loading within its construct. Based on SmartPLS 4.0.0 data processing results, all indicators have the highest loadings within their respective constructs, indicating that discriminant validity has been met.

Table 2 Cross Loading Indicator

Variable	Personality	Attachment	Work fatigue	Turnover intention
X1.1	0,754	0,431	-0,332	-0,389
X1.10	0,856	0,567	-0,434	-0,488
X1.2	0,863	0,537	-0,385	-0,476
X1.3	0,769	0,482	-0,370	-0,431
X1.4	0,821	0,529	-0,370	-0,499
X1.5	0,798	0,614	-0,384	-0,477
X1.6	0,809	0,623	-0,388	-0,580
X1.7	0,828	0,556	-0,318	-0,459
X1.8	0,812	0,549	-0,400	-0,509
X1.9	0,854	0,591	-0,377	-0,478
X2.1	0,649	0,816	-0,558	-0,601
X2.2	0,509	0,801	-0,373	-0,534
X2.3	0,443	0,758	-0,321	-0,421
X2.4	0,627	0,740	-0,369	-0,329
X2.5	0,580	0,915	-0,547	-0,616
X2.6	0,452	0,772	-0,322	-0,459

Variable	Personality	Attachment	Work fatigue	Turnover intention
X3.1	-0,389	-0,488	0,827	0,671
X3.2	-0,210	-0,341	0,770	0,471
X3.3	-0,233	-0,295	0,711	0,286
X3.4	-0,390	-0,252	0,729	0,317
X3.5	-0,476	-0,602	0,914	0,619
X3.6	-0,476	-0,446	0,856	0,501
Y1.1	-0,382	-0,514	0,486	0,768
Y1.2	-0,450	-0,524	0,477	0,805
Y1.3	-0,469	-0,420	0,388	0,726
Y1.4	-0,543	-0,578	0,521	0,863
Y1.5	-0,512	-0,433	0,547	0,810
Y1.6	-0,496	-0,580	0,619	0,855

Based on the results of cross loading in Table 3, each indicator has the highest correlation value in the construct it measured compared to its correlation with other constructs. This condition shows that each indicator is able to adequately differentiate its constructs. Thus, all constructs in this study are declared to have met the criteria of discriminant validity.

Table 3 Fornell–Larcker Criterion

Variable	Work fatigue	Personality	Attachment	Turnover intention
Work fatigue	0,804			
Personality	-0,462	0,817		
Attachment	-0,532	0,675	0,802	
Turnover intention	0,634	-0,591	-0,634	0,806

Based on the results of the Fornell–Larcker Criterion test in Table 4.4, the square root value of AVE in each variable is greater than the correlation value with the other variable. This shows that each construct distinguishes itself adequately from the others, thereby meeting the discriminant validity criteria.

Composite Reliability and AVE

The outer model, in addition to being assessed through convergent and discriminant validity, can also be evaluated by examining the reliability of the constructs or latent variables, as reflected in *composite reliability*. Construct is declared reliable If *the composite reliability* has a value of > 0.7 and an AVE value of >0.5, then the construct is declared reliable. The SmartPLS output for composite reliability values is shown in the table below.

Table 4 Composite Reliability and AVE Values

Variable	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Work fatigue	0,892	0,931	0,916	0,647
Personality	0,945	0,948	0,953	0,668
Attachment	0,889	0,909	0,915	0,644
Turnover intention	0,891	0,899	0,917	0,649

The construct's reliability was evaluated using Composite Reliability and Average Variance Extracted (AVE) values. Construct is declared reliable if it has a Composite Reliability value of > 0.70 and AVE > 0.50. Based on the SmartPLS output in Table 4.5, all variables have Composite Reliability and AVE values that exceed the set minimum. Thus, the entire construct is deemed reliable, and the measurement model is deemed feasible for proceeding to the evaluation of the structural model.

Heterotrait-Monotrait Ratio (HTMT)

Table 5 Value Heterotrait-Monotrait Ratio (HTMT)

Variable	Personality	Attachment	Fatigue	Turnover intention
Personality			0,488	
Attachment	0,735		0,549	
Fatigue				
Turnover intention	0,638	0,687	0,658	

Based on Table 6, the results of the Heterotrait–Monotrait Ratio (HTMT) test show that all HTMT values between constructs are below the limit of 0.90. This indicates that each construct is empirically distinguishable and does not experience overlapping measurements. Thus, the measurement model is deemed to meet the criteria for discriminant validity and is suitable for proceeding to the evaluation of the structural model (inner model).

Evaluation of Structural Models (Inner Model)

R2 value of the model

After the measurement model (outer model) is declared to meet the criteria, the analysis continues with the structural model (inner model). The internal evaluation of the model was conducted by assessing the coefficient of determination (R²) for the endogenous construct, which indicates the extent to which the independent variables explain the dependent variable. The higher the R² value, the greater the model's ability to explain variations in endogenous constructs. In PLS-

SEM, structural model evaluation includes assessing collinearity, the significance of path coefficients, and the model's explanatory power as reflected in R² values (Hair et al., 2021).

Table 6 F-Square Model and R-Square Adjusted Value

Variable	R-square	R-square adjusted
Turnover intention	0,552	0,548

Based on Table 7, the R-square value of 0.552 indicates that the variables of personality, work attachment, and work fatigue jointly explain 55.2% of the variation in employee turnover intention. The adjusted R-square of 0.548 indicates that the model's explanatory power remains stable after accounting for the number of predictor variables. Thus, the structural model can explain the moderate category, while the remaining 44.8% of the variation is influenced by factors outside the research model.

Effect Size (F²)

Table 7 Value Effect Size (f²)

Variable	F-Square
Work fatigue -> Turnover intention	0,227
Personality -> Turnover intention	0,061
Attachment -> Turnover intention	0,083

Based on Table 8, the value of f² shows the contribution of each independent variable to turnover intention. The work fatigue variable has a value of f² = 0.227, which falls within the moderate effect category, indicating it is the factor with the most dominant contribution to turnover intention. Furthermore, work attachment (f² = 0.083) and personality (f² = 0.061) are both in the small-effect category. This shows that both variables still contribute to turnover intention, but with a lower strength than work fatigue.

Multicollinearity (VIF)

Internal model testing can also be performed by examining the VIF value. If the VIF is <5, the model is fit and can be continued in the next analysis.

Table 8 VIF Model Value

Variable	VIVID
Work fatigue -> Turnover intention	1,433
Personality -> Turnover intention	1,888
Attachment -> Turnover intention	2,072

Based on Table 9, all VIF values are below the limit of < 5, so there is no indication of multicollinearity between independent variables. Thus, the structural model is free of collinearity problems and is suitable for further analysis.

Predictive Relevance (Q²)

Predictive relevance aims to measure how well the research model produces results. The following are the Q² calculations:

Table 9 Predictive Relevance (Q²)

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Work fatigue	1710,000	1710,000	0,000
Personality	2850,000	2850,000	0,000
Attachment	1710,000	1710,000	0,000
Turnover intention	1710,000	1123,104	0,343

Based on Table 10, the Q² value is used to assess the model's predictive ability with respect to endogenous variables. The Turnover Intention variable has a Q² value of 0.343 (positive), which indicates that the model has good predictive relevance. Meanwhile, the Q² value of 0.000 for the exogenous variable occurs because it is not treated as the predicted variable in the model.

Goodness of Fit (GoF)

The Goodness of Fit (GoF) evaluation in PLS-SEM assesses the overall fit of the model by considering both the measurement and structural models. In contrast to covariance-based SEM, PLS-SEM emphasizes the model's predictive capabilities. GoF values are obtained from the combination of the Average Variance Extracted (AVE) and R-square (R²) of the endogenous latent variable to provide an overview of the overall model fit (Pardomuan Robinson et al., 2024).

Table 10 Goodness of Fit (GoF) Value

Variable	Average variance extracted (AVE)	R-square
Personality	0,668	
Attachment	0,644	
Work fatigue	0,647	
Turnover intention	0,649	0,552
Average	0,652	0,552

The calculation for the Goodness of Fit value is as follows:

$$GoF = \sqrt{(0,652 \times 0,552)}$$

$$GoF = \sqrt{0,360}$$

$$GoF = 0,600$$

The GoF value was 0.600, indicating that the model fit is generally strong. However, given that PLS-SEM is prediction-oriented, GoF interpretations serve as complementary information to assess the model's feasibility prior to hypothesis testing. Based on Table 4.11, personality had a negative and significant effect on turnover intention ($\beta = -0.227$; $t = 3.556$; $p = 0.000$) so H1 was accepted. Work attachment also had a negative and significant effect on turnover intention ($\beta = -0.278$; $t = 3.587$; $p = 0.000$), thereby supporting H2. Furthermore, work fatigue had a positive and significant effect on turnover intention ($\beta = 0.381$; $t = 5.480$; $p = 0.000$), thereby supporting H3. Furthermore, the personality variable had a path coefficient of -0.227 , a t-statistic of 3.556, and a p-value of 0.000, indicating a negative and significant effect on turnover intention. Therefore, H1 is accepted. The work attachment variable also showed a negative and significant influence on turnover intention, with a path coefficient of -0.278 , a t-statistic of 3.587, and a p-value of 0.000, thereby supporting H2.

Table 11 Hypothesis Testing Results (Direct Effect)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work fatigue -> Turnover intention	0,381	0,384	0,070	5,480	0,000
Personality -> Turnover intention	-0,227	-0,230	0,064	3,556	0,000
Attachment -> Turnover intention	-0,278	-0,275	0,078	3,587	0,000

The Influence of Personality on Turnover Intention

Personality has a negative, significant effect on PT's turnover intention. Seyang Activewear Cirebon, with a path coefficient of -0.227 , a t-statistical value of 3.556, and a p-value of 0.000 (< 0.05). Thus, H1 is accepted, and H₀ is rejected, indicating that the better an employee's personality is in the face of work demands, the lower the employee's tendency to change jobs. These findings confirm that personality plays an important role in how people respond to work pressure, as described in the *Big Five Personality Theory* (Costa & McCrae, 2013). Based on the formation of variables, the Extraversion dimension, which reflects an individual's comfort with social interaction (Sonker et al., 2025), shows a relatively weaker contribution to reducing turnover intention. This condition indicates that the social aspect is not a major factor in the context of manufacturing work that is repetitive, target-oriented, and demands high concentration on task completion. Instead, *openness to experience*, which depicts openness to new ideas and experiences

(April, 2023), plays a stronger role in lowering turnover intention. Employees with a high level of openness tend to be more flexible, easily adapt to changes in work rhythms, and adjust to organizational standards and dynamics. These results align with research (Altuntaş et al., 2022; Chiesa A, 2020) indicating that an adaptive personality helps suppress turnover intention by enabling individuals to manage work pressure. Thus, in the context of manufacturing work, openness to new experiences plays a greater role in maintaining employee work sustainability than social characteristics such as extraversion.

The Effect of Work Attachment on Turnover Intention

Work attachment has a negative and significant effect on employees' turnover intention at PT. Seyang Activewear Cirebon, with a path coefficient of -0.278, a t-statistical value of 3.587, and a p-value of 0.000 (< 0.05). Thus, H_2 is supported, indicating that the higher an employee's work attachment, the lower the tendency to leave the company. These findings align with the concept of Work Engagement, which views work attachment as a positive psychological condition characterized by energy, dedication, and full involvement in work (Schaufeli & Bakker, 2004). Employees who have high work attachment tend to interpret their work positively, have stronger commitments, and stable intrinsic motivation, so that the intention to change jobs can be suppressed. Based on the dimensions of the former, *Absorption* is the most dominant dimension in lowering turnover intention because it reflects a high level of focus and cognitive involvement in work (Obschonka et al., 2023). Instead, *dedication* showed a relatively weaker contribution in suppressing turnover intention (Asghar et al., 2021). This indicates that, in the context of repetitive, target-oriented operational work, cognitive attachment plays a greater role than emotional attachment. In the context of PT. As Activewear Cirebon is characterized by repetitive work, fast production rhythms, and strict daily targets, work attachment serves as a protective factor that helps employees maintain focus, emotional stability, and mental resilience, thereby suppressing the tendency toward turnover intention. The results of this study are consistent with the findings of the (Mohaimen et al., 2025; Obuobisa-Darko & Sokro, 2023; Winarno et al., 2022) which states that work attachment functions as a protective factor in suppressing turnover intention. Thus, work attachment has been shown to play a significant role in reducing PTs' turnover intention. Seyang Activewear Cirebon.

The Effect of Work Fatigue on Turnover Intention

Work fatigue has a positive and significant effect on employees' turnover intention at PT. Seyang Activewear Cirebon, with a path coefficient of 0.381, a t-statistic value of 5.480, and a p-value of 0.000 (< 0.05). Thus, H3 was accepted, and H_a was rejected, indicating that the higher the employees' work fatigue, the greater their intention to leave the company. These findings are in line with the *Maslach Burnout Inventory Theory*, who view burnout as a psychological response to prolonged work stress that is not compensated by individual resources, thereby draining emotional energy and encouraging withdrawal from work or organizational behavior (Maslach & Jackson, 1981). Based on the formation of variables, *Depersonalization* is the most dominant dimension in increasing turnover intention.

This dimension reflects an attitude of emotional withdrawal, the emergence of cynicism, and a decline in interpersonal responsiveness in the workplace (Paskarini et al., 2023). Instead, *reduced personal accomplishment* showed a relatively weaker contribution, as it had more to do with a decrease in confidence in employability than a direct impulse to leave the organization (Vuong et al., 2025). The dominance of depersonalization shows that emotional distance and weakened psychological attachment to work are the main triggers for the intention to change jobs, especially in the context of PT. Seyang Activewear Cirebon is characterized by high production rates, strict targets, and repetitive work. In these conditions, depersonalization functions as a short-term psychological protection mechanism, but in the long term, it actually strengthens turnover intention. The results of this study are consistent with the findings of the (Lee et al., 2024; Sheppard et al., 2022; Yan et al., 2024), which states that work burnout, particularly the tendency to avoid work, plays a significant role in increasing the intention to change jobs. Thus, work fatigue has been shown to have a significant effect on turnover intention, with *Depersonalization* as the strongest driving factor, while *reduced personal accomplishment* plays a relatively weaker role in manufacturing jobs under high production pressures.

The Influence of Personality, Work Attachment, and Work Fatigue Simultaneously on Turnover Intention

The results of structural model testing showed that personality, work attachment, and work fatigue simultaneously had a significant effect on employees' turnover intention at PT. Seyang Activewear Cirebon. This is shown by the determination coefficient (R-square) of 0.552, indicating that the three variables together explain 55.2% of the variation in turnover intention, with the remaining 44.8% influenced by other factors outside the research model. Thus, the H4 hypothesis is declared accepted. These findings show that turnover intention is not determined by a single factor but rather results from an interaction between individual characteristics and psychological conditions at work. Personality influences how employees respond to work pressure; work attachment acts as a psychological resource that reinforces the will to survive; and work fatigue reflects decreased energy and psychological resilience due to intense work demands. Based on the contribution of each variable, work fatigue is the most dominant factor in increasing turnover intention, while personality and work attachment serve as protective factors, even with smaller contributions. Specifically, *extraversion* and *openness to emotional experience* help employees survive in a manufacturing work environment that demands high precision. The absorption dimension of work attachment plays a stronger role than dedication, while depersonalization and emotional exhaustion are the main drivers of increased turnover intention. In addition, the intention-to-leave dimension of turnover intention is more dominant than the intention-to-search dimension, suggesting that the intention to change jobs is relatively direct and reactive to work pressure. Overall, these results confirm that efforts to reduce turnover intention should be carried out in an integrated manner through personality management, increased work attachment, and simultaneous control of work fatigue, to sustainably maintain employee retention.

CONCLUSION

1. Adaptive personality characteristics play a role in lowering employees' tendency to leave the organization. Extraversion and openness to experience are the most dominant dimensions in shaping personality variables that increase or decrease turnover intention. Employees with high levels of responsibility, discipline, and emotional control tend to be better able to cope with work pressure and high production demands. This condition makes employees less likely to experience excessive stress and better able to survive in their jobs, thereby suppressing turnover intention.

2. Work attachment has been shown to have a negative effect on turnover intention; the higher the level of employee work attachment, the lower the tendency to leave the company. Based on the dimensions of vigor (work spirit) and dedication, these are the most dominant in forming employee work attachment. Employees who have high work morale, enthusiasm, and a positive attitude toward their work tend to have a strong psychological bond with their work. This bond makes employees enjoy their work more and less likely to lose motivation, so the intention to change jobs is lower.
3. Work fatigue has been shown to have a positive effect on employee turnover intention; the higher the level of work fatigue experienced by employees, the higher the tendency to leave the organization. Based on the dimensions of emotional exhaustion and depersonalization, it is the most dominant dimension in shaping the variables of work fatigue. Employees who experience emotional exhaustion tend to lose energy, motivation, and emotional attachment to their work. This condition encourages employees to withdraw from work as a form of protection for their psychological resources, which ultimately increases turnover intention.
4. Simultaneously, personality, work attachment, and work fatigue have a significant effect on the turnover intention of PT. Seyang Activewear Cirebon. The *R-square* value indicates that these three variables together explain most of the variation in employee turnover intention. Adaptive personality and high work attachment serve as protective factors, decreasing turnover intention, while work fatigue serves as a risk factor, increasing turnover intention. The interaction among these three variables shows that efforts to reduce turnover intention cannot be partial; rather, a comprehensive approach to the individual and psychological aspects of employees is needed.

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