



The Effect of Work Attachment, Emotional Intelligence, and Work Fatigue on Turnover Intention At PT. X

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Abstract

Background. The garment industry needs to be resilient and sustainable, requiring both physical resilience and adaptability. The stability of the technology has become a key factor in maintaining the company's smooth production, so the problem of turnover has become a challenge. Turnover is often found in the garment sector, including in the textile section.

Purpose. This study aims to analyze the influence of work attachment, emotional intelligence, and work fatigue on employee turnover intention at PT. X.

Method. The study used a quantitative approach with the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS) to test the causal relationship between variables. The research population is all employees of PT. X as many as 2,452 people, with a sample of 344 respondents selected through a simple random sampling technique. Data were collected using a Likert-scale questionnaire and analyzed with SmartPLS 4.0.

Results. The results showed that work attachment had a negative and significant effect on turnover intention ($\beta = -0.208$; $p < 0.05$), emotional intelligence had a negative and significant effect ($\beta = -0.171$; $p < 0.05$), and work fatigue had a positive and significant effect ($\beta = 0.556$; $p < 0.05$). Simultaneously, all three variables explained 68.9% of the variation in turnover intention ($R^2 = 0.689$), suggesting that the research model is relatively robust.

Conclusion. These findings indicate that work attachment and emotional intelligence serve as protective factors in suppressing employee exit intentions, while work fatigue is the dominant factor that increases turnover intentions.

Implementation. Therefore, companies are advised to increase work attachment, develop emotional intelligence, and manage workloads effectively to maintain employee stability and retention.

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



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INTRODUCTION

Human resources (HR) are the main oil in the operational efficiency of the business. Research shows that burnout, stress and anxiety, poor job satisfaction, poor academic

performance, financial conflicts, economic instability, and lack of organizational support can increase the desire of employees to leave the company (T. Lee et al., 2024; Siddiqi et al., 2024).

One mitigating factor is burnout. In the garment industry, burnout is generally caused by high production rates, high productivity, and the pressure to produce quickly. Studies have shown that burnout is associated with increased levels of burnout, especially in patients who demand stamina and emotional resilience (Alzoubi et al., 2024; Üngüreın et al., 2024). In addition to burnout, the resumption of work (work engagement) can also increase turnover. Employees who do not feel connected to the company are dissatisfied with the company's performance, lack spirit, are not proud of their colleagues, and are not focused. In fact, work loyalty is marked by vigor, dedication, and absorption, which can impede strong commitment and employee loyalty (Anasorii et al., 2021; Suárez-Albancheiz et al.). The factor of emotional quotient is also the result of decreasing turnover (Ertiö et al., 2024; Khalaf et al., 2024)

PT. X, where the employee has shown that he wants to pursue a new job or fill a vacancy, is too late. This aligns with the increase in burnout, the improvement in work loyalty, and the optimal employee's ability to do so. Based on data from the company as of November 6, 2025, the number of active employees in the entire department of PT. X reached 2,452 people, with a 16% increase in turnout in 2021. The conditions for this are that the entire department, as the focus of the research, is on the environment, and that the environment is conducive to its development. X. Based on the data of PT. In the fifth year, turnover shows a fluctuating pattern. In 2021, the turnover was 16%; in 2022, 15%; and in 2023 and 2024, the same. By 2025, the turnout will reach 12%. With an average annual turnover of 15%, the condition indicates the company is in a state of disarray. To be sure, the company needs a strategy to protect its human resources and maintain its stability. Interviews with HRD officials showed that the main reason employees are outside is a lack of preparation to meet the company's demands, especially for new employees who are willing to adapt. In addition, there is a reason for the conditions of happiness and focus on becoming a housewife. This discovery indicates that the company is responsible for the factors that can be used to turn the employee (J. Lee et al., 2024; Mekonnen Mihretie et al., 2024).

The average turnover rate of 15% can be attributed to job-related factors, such as employee experience in the workplace. The repetition of work attachment makes employees feel less engaged, less like they are doing their job, and less focused on carrying out their duties, so that there is a desire to increase the number of other employees (Anasorii et al., 2021)

. In addition, employees' ability to manage their emotions is beneficial. Employees who are less able to manage their jobs and who are willing to take risks easily feel uncomfortable in their jobs, which increases their desire to be outside of the company (Ertiö et al., 2024; Khalaf et al., 2024). The other factor that also affects the condition of easy health. The research shows that the lack of research is directly related to the increase in employees' desire to leave their jobs due to demands from those who feel they are being discriminated against. (Alzoubi et al., 2024; Üngüren et al., 2024).

The turnaround is understood as employees' intention or desire to leave the company and take care of the business. Research shows that turnover intention is decreasing due to psychological conditions, career circles, and organizational factors. (P. C. Lee et al., 2021) It was found that stress and burnout were major factors in increasing the number of people who were burned out, especially in the case of the Scarlet Witch. Research et al., 2024). It also shows that the resumption of organizational support and supervision, as well as the conflict between the people, impedes the strong turnover. (Shah et al., 2022) It is important to note that the economic situation is a strong predictor of the emergence of the intention, as employees feel they are no longer able to overcome the stress.

LITERATURE REVIEW

Work Attachment

Work attachment is a positive psychological condition that motivates intruders to show energy, dedication, and commitment in their duties. Even in the most important questions or demands, employees should show their enthusiasm and commitment, as this encourages a positive relationship with their employer. (Anasorii et al., 2021) found that work was able to take a turn for the worse because employees were focused on psychological issues. Although the ministry's burden can be reduced, the frustration arises when the employee demands support from the ministry or the organization.

The work's unity is to overcome the imbalance between the demands of the ministry and the support they provide. In addition, the work attachment is influenced by employees' ability to adapt to the work situation, which is important. Studi (Asghar et al., 2021) Work engagement shows that the quality of the work of the employee is increased by the ability of employees to perform tasks as well as the support of the organization (POS), so that it is easy to adjust and adapt to the changing demands of the organization (Asghar et al., 2021). In addition to supporting career development in the organization, the increase in work hours

reflects employees' ability to adapt to the challenges of their careers. (J. Lee et al., 2024) Adaptability care can increase the likelihood of receiving work social support, as well as employees' need for psychological skills to face the challenges of the job. The relationship between work is built through genuine psychological and formal contracts; the keirja relationship is also growing. (Manolopoulos et al., 2022) (Singh & Srivastava, 2021)

Emotional Intelligence

Emotional intelligence is the ability of an individual to analyze, manage, and express emotions adaptively, both in the context of the individual and in interactions with others. Employees of PT. X is faced with an emotional conflict in the work environment, an individual with a high emotional quotient who shows impaired desire, empathy, and the ability to adapt effectively. (Annapurna & Basri, 2024) The emotional quotient can decrease behaviour and increase the number of rational decisions, as well as having an impact on the stability of the individual's work. Although work pressure can cause stress, the economic problem arises when the employee can imagine the feelings of others and adjust their response to the situation. (Khalaf et al., 2024) emotional intelligence relationship between stress perspective and adaptability, which shows that managing emotions in maintaining the psychological well-being of employees of PT. X. In addition, emotional quotient is also influenced by psychological power. (Zewude et al., 2024)

Employees need to be aware of the need to be aware of the needs of others and others, the ability to respond to emergencies and conflicts in the workplace. (Khatoniyar & Borooah, 2025) Emotional health can affect the relationship between the dark triadic traits (dark triad) and psychological distress, so that employees are able to see the negative impact of college or organizational skills. Digital leadership is applied in PT. X, emotional quotient also decrease technostress employees.

Work Fatigue

Work Fatigue is the negative psychological condition that arises from the weight of the work, the high level of work, and the imbalance between the demands of work and the power required. Employees of PT. X et al., 2024) Work Fatigue increases the intention of turnover, while lowering the quality of service, which shows the negative impact of the work and the employee committee. Although some employees can adapt or copy well, the ability to do so has not yet emerged without social or organizational support. (Tulili et al., 2023) Burnout in the software industry is associated with declines in productivity and job satisfaction, as well as

negative impacts on employee engagement and performance. (De Diego-Cordero et al., 2022) Work interests include emotional, physical, and mental aspects, with a focus on psychological knowledge, stress, and organizational initiatives to maintain employee motivation. When psychologists separate mindfulness and social support, the level of work can be identified. (Qi et al., 2024) Mindfulness is a behavioral support strategy for reducing burnout in the production line, relevant to the management of employees at PT. X to be productive. (Cheng et al., 2024) Moral distress, compassion fatigue, and burnout increase the intentions of the outside, the fear of psychological threat, and individual work. (Salvagioni et al., 2022) Work success increases long-term absences and decreases productivity, while work management is key to maintaining employee engagement and productivity. From various views, it can be concluded that work fatigue is a negative psychological condition that arises in the presence of work, the lack of power or support, as well as the lack of energy and motivation in employees of PT. X, although they are able and experienced. In this study, work fatigue was measured using the Maslach Burnout Inventory (MBI), which included three dimensions: emotional exhaustion, depersonalization, and personalization. The emotional nature indicates a lack of employee engagement in the company's work and dissatisfaction with its quality. The decline in individual achievement reflects the feeling of being underprivileged or inadequate in the research, which has an impact on the motivation and productivity of employees at PT. X.

Turnover intention

Turnover intention is an in-person event to leave the organization or the current situation. Even if the employee has the same experience and ability, the intention to exclude may arise due to internal and external factors, such as the same work satisfaction, the loss of a high-paying job, interpersonal conflicts, or emotional and mental factors. (Anasori et al., 2021). In the context of PT. X, turnover, and impact on employee retention, productivity, and quality of company services. Although the organization provides support and a boost of power, the turnover intention can be seen when employees feel the need for a rejuvenated or reclaimed identity. (Winarno et al., 2022) Organizational support and independence can contribute to the intention of going beyond the promotion of work. In addition, work fatigue, moral distress, (Cheng et al., 2024) A student who is interested in academic and practical studies. Studies have shown that intentions that are pre-emptive can be an indicator of managerial motivation, career

balance, or task re-evaluation, which can lead to long-term satisfaction and satisfaction (Singh & Srivastava, 2021; Ubago-Jimenez et al., 2024)

In this research, the turnstile is measured using three main indicators: the intention to go outside in the near future and the active intention to enter the workforce, as opposed to other measures. (Mobley, 2012). The current situation is intended to describe the employee's desire to leave the organization due to dissatisfaction or a lack of satisfaction. (Alzoubi et al., 2024; Annapurna & Basri, 2024). An active intention to engage with the students shows the proactive role of employees in creating new activities as a response to the conditions of the organization (De Diego-Cordero et al., 2022; Tu et al., 2024).

Kerangka Pemikiran

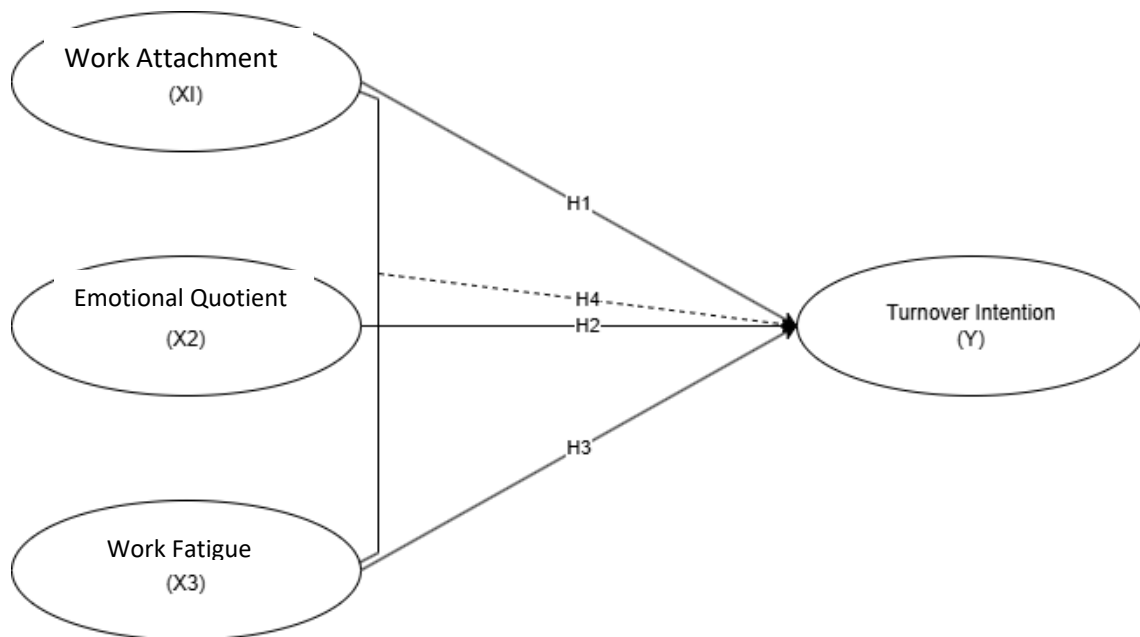


Figure 1 Frame of Mind Chart

Research Hypothesis

- H1: Job engagement affects turnover intention.
- H2: Emotional Quotient affects turnover intention.

- H3: Work Fatigue affects turnover intention.
- H4: Job engagement, emotional quotient, and work fatigue affects turnover intention

METHODS

This research uses a quantitative approach with the Structural Equation Modeling (SEM) analysis method based on Partial Least Squares (PLS). The quantitative approach was chosen because this research aims to test the causal relationships between variables that have been theoretically formulated, as well as to objectively measure the strength of the influence of work engagement, emotional intelligence, and work fatigue variables on turnover intention through numerical data.

Structural Equation Modeling (SEM) is used because it is capable of analyzing the relationships between latent variables that are complex and interrelated simultaneously, both directly and indirectly. Unlike conventional regression analysis, SEM allows researchers to test the measurement model and the structural model simultaneously, thus providing a more comprehensive picture of the phenomena being studied.

PLS-SEM was chosen because it is variance-based, so it does not require strict normal distribution assumptions and is more flexible to use in research with a medium sample size and predictive models. According to (Ghozali & Kusumadewi, 2023), PLS-SEM is very suitable for use in management research and organizational behavior that involves psychological constructs measured through reflective indicators. Therefore, the use of PLS-SEM in this study is considered appropriate for accurately and systematically testing the effect of work engagement, emotional intelligence, and work fatigue on employee turnover intention at PT. X.

Population is the entire set of subjects that have certain characteristics that become the object of research (Soegiyono, 2019). The population in this research is all employees of PT. X. Based on the company's data for the year 2025, the total number of employees is 2,452 people. Since the population is quite large, sampling is conducted so that the research is more effective and efficient without reducing data representativeness. A sample is a part of the population that is considered able to represent the characteristics of the entire population (Raihan, 2015). The determination of the sample size in this research uses the Slovin formula with an error rate of 5% (0.05), as recommended by Soegiyono (2019).

Based on the calculation using Slovin's formula, a total of 344 respondents were obtained. This number is considered representative of the requirements. The sampling technique used is probability sampling, specifically simple random sampling, which gives each member of the population an equal chance of becoming a research respondent (Sugiyono, 2019).

Data collection in this research was conducted using a questionnaire instrument, which was arranged in the form of structured statements using a Likert scale of 1–5. According to (Soegiyono, 2019), the Likert scale is used to measure individual attitudes, opinions, and perceptions toward social phenomena quantitatively. The distribution of the questionnaire was carried out to all employees of PT. X who would become the respondents of the study. The Likert scale used is: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The research instrument was developed based on personality theory, work engagement, emotional intelligence, and turnover intention, then adjusted to the work context in the garment industry. The preparation of the questionnaire items refers to the principles of quantitative research instrument development as explained by Soegiyono (2019).

Validity and Reliability Test

The validity and reliability tests in this study were conducted using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with the aid of SmartPLS. This test aims to ensure that the research instruments used accurately measure the research constructs (valid) and consistently (reliable). Unlike conventional statistical approaches, validity and reliability testing in SEM is conducted in an integrated manner by evaluating the measurement model (outer model).

Data Analysis Techniques

To accurately test the hypotheses, the research results were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4.0. The SEM-PLS approach was chosen because it can simultaneously analyze relationships among variables, both directly and indirectly, making it well-suited for research examining the influence of work engagement, emotional intelligence, and work fatigue on turnover intention (Ghozalii & Kusumadewii, 2023). In addition, PLS-SEM is effectively used with samples of

medium or small size and does not require normally distributed data, making it more flexible than covariance-based SEM (Soeigiyono, 2019). This method also allows the measurement of hidden constructs (latent variables) through the indicators available in the questionnaire.

Research Location and Time

This research was conducted at PT. X, which is located in Majalengka Regency, West Java. The research process was carried out on October 31, 2025, covering the stages of instrument preparation, data collection, data analysis, and the preparation of the research report.

PEMBAHASAN

The Effect of Work Engagement on Turnover Intention

The research hypothesis tested in this subsection is as follows:

H₀: Work engagement has no significant effect on turnover intention.

H₁: Work engagement has a significant effect on turnover intention.

The test results show that the coefficient for the effect of work engagement on turnover intention is -0.208, with a p-value of 0.000 (< 0.05). Therefore, H₀ is rejected and H₁ is accepted, indicating that work engagement has a significant negative effect on turnover intention. The negative coefficient indicates that work engagement acts as a protective factor: an increase in employee work engagement significantly reduces employees’ tendency to leave the organization.

Table 1. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Emotional Quotient -> Turnover Intention	-0,171	-0,173	0,056	3,080	0,002
Work Fatigue -> Turnover Intention	0,556	0,556	0,060	9,221	0,000
Work Attachment -> Turnover Intention	-0,208	-0,209	0,046	4,555	0,000

Negative job stress functions as a protective factor in reducing turnover intention. The higher the level of job engagement of employees, the lower the tendency of employees to leave the organization. This happens because employees who feel emotionally, cognitively, and

behaviorally attached to their work tend to have stronger commitment. Job engagement also encourages a sense of ownership, job meaning, and enthusiasm at work, making employees more likely to stay rather than look for a job elsewhere.

The results of recent research from various studies (Anasori et al., 2021) indicate that job engagement can reduce turnover intention because employees who are emotionally and cognitively involved are better able to withstand work pressures. In addition, research (Suárez-Albanchez et al., 2022) also found that job engagement strengthens organizational commitment, which ultimately reduces employees' intention to leave the company. Similar findings were also presented by (Winarno et al., 2022), who explained that employees with a high level of job engagement tend to be more psychologically stable and have stronger loyalty to the organization. In this way, the results of this research confirm the theories and previous studies that state that job engagement is an important factor in increasing turnover intention, especially in a work environment with high pressure and demands, such as the garment industry.

The Influence of Emotional Intelligence on Turnover Intention

The research hypothesis tested in this subchapter is as follows:

H₀: Emotional intelligence does not have a significant effect on turnover intention

H₁: Emotional intelligence has a significant effect on turnover intention

The test results show that emotional intelligence has a significant effect with a value of -0.171 and a p-value of 0.002 (< 0.05). Therefore, H₀ is rejected and H₁ is accepted, indicating that emotional intelligence has a significant and negative effect on turnover intention. The coefficient is negative because emotional intelligence functions as a protective factor, where an increase in the ability to manage emotions and work stress significantly reduces employees' tendency to leave the organization.

Negative turnover intention arises due to emotional intelligence as a protective mechanism that can reduce turnover intention. Employees who have a high level of emotional intelligence tend to be more capable of managing emotions and work stress, as well as maintaining constructive interpersonal relationships in the work environment. This condition makes employees more adaptive in facing work pressure, thereby making the tendency to leave the organization lower. Therefore, emotional intelligence plays a role in reducing the intention to leave work. These findings are in line with research.(Khalaf et al., 2024) which states that individuals with high emotional intelligence are able to manage stress more adaptively, thereby

reducing the tendency to leave their jobs. Research (Gao et al., 2024) also shows that emotional intelligence contributes to improved job well-being and job engagement, which ultimately impacts a reduction in turnover intention. In addition, (Winarno et al., 2022) found that emotional intelligence helps employees maintain emotional stability and social relationships in the workplace, thereby strengthening commitment to stay within the organization. Thus, these research results emphasize that emotional intelligence plays a role as a protective factor capable of reducing turnover intention through increased emotional adaptability and management of work stress.

The Effect of Work Fatigue on Turnover Intention

The research hypotheses tested in this subchapter are as follows:

H₀: Work fatigue has no significant effect on turnover intention

H₁: Work fatigue has a significant effect on turnover intention

The test results indicate that work fatigue has a partial effect of 0.556 with a p-value of 0.000 (< 0.05). Therefore, H₀ is rejected, and H₁ is accepted, which shows that work fatigue has a significant and positive effect on turnover intention. The positive coefficient occurs because work fatigue directly increases employees' physical and emotional pressure, thereby increasing the tendency of employees to leave the organization.

Positive work efficiency occurs because work fatigue increases the pressure felt by employees in performing their jobs. Work fatigue, which includes physical, emotional, and mental aspects, can reduce motivation, job satisfaction, and psychological well-being of employees. These conditions cause employees to feel tired and have difficulty maintaining optimal performance, thereby encouraging an increased desire to leave the organization. Thus, work fatigue can be understood as a dominant factor that triggers the intention to change jobs.

These findings are consistent with research (Alzoubii et al., 2024) which found that high work fatigue significantly contributes to an increase in turnover intention, especially in jobs with high physical and emotional demands. The study (Üngüreın et al., 2024) also showed that emotional and physical fatigue weakens work commitment and increases employees' desire to change jobs. In addition, (Cheing et al., 2024) stated that emotional fatigue is one of the main predictors of turnover intention because employees feel they are no longer able to cope with ongoing work pressures. Based on the results mentioned, it can be concluded that work fatigue is a dominant factor driving turnover intention, thus managing workload and employee well-being becomes a very important aspect for the organization.

The Influence of Work Engagement, Emotional Intelligence, and Job Fatigue on Turnover Intention

The research hypotheses tested in this subsection are as follows:

H₀: Work engagement, emotional intelligence, and job fatigue do not simultaneously affect turnover intention.

H₁: Work engagement, emotional intelligence, and job fatigue simultaneously affect turnover intention.

The test results show that the R-square value is 0.689, which means that job engagement, emotional intelligence, and job fatigue together can explain 68.9% of the variation in Turnover Intention. In addition, the Goodness of Fit (GoF) value is 0.673, which is above the 0.36 criterion, indicating that the research model is considered strong (robust). Therefore, H₀ is rejected and the simultaneous hypothesis is accepted. These results indicate that turnover intention is not influenced by a single factor, but rather is the result of the interaction between job engagement, emotional intelligence, and job fatigue simultaneously. Job engagement and emotional intelligence act as psychological resources that can increase intention to leave, while job fatigue becomes a pressure factor that drives an increase in turnover intention.

The balance between protective factors and risk factors jointly determines an employee's decision to stay or leave an organization. The results of this study are in line with the findings of (Anasori et al., 2021), which state that the combination of job engagement and employees' psychological conditions together influence turnover intention. In addition, (Winarno et al., 2022) explained that job engagement and emotional management ability play an important role in shaping the intention to leave when employees face high job pressure. Furthermore, (Alzoubii et al., 2024) emphasized that job fatigue is a dominant factor that strengthens the influence of other psychological variables on turnover intention.

Therefore, this research reinforces theories and previous studies which state that turnover intention is formed through the interaction of various psychological factors simultaneously, so that the management of work engagement, emotional intelligence, and work fatigue needs to be carried out in an integrated manner to increase the level of employee turnover intention..

CONCLUSION

Based on the results of the analysis and discussion conducted regarding the influence of work engagement, emotional intelligence, and job fatigue on turnover intention, several conclusions can be drawn as follows: 1. Work engagement has a significant and negative effect on turnover intention. The results of hypothesis testing indicate that work engagement has a significant and negative effect on turnover intention. This means that the higher the level of employee engagement with their work, the lower the likelihood of employees leaving the organization.

1. Emotional intelligence has a significant and negative effect on Turnover Intention. Emotional intelligence has a significant role in reducing Turnover Intention. Employees who can manage their emotions, manage stress, and maintain good working relationships tend to have a lower intention to leave their jobs.
2. Job fatigue has a significant and positive effect on Turnover Intention. Job fatigue has been shown to have a positive and significant impact on Turnover Intention and is the variable with the greatest influence in the model. The higher the employees' job fatigue, the greater their desire to leave the organization.
3. The research model has strong explanatory power. The results of the coefficient determination test show that the variables of work engagement, emotional intelligence, and job fatigue, when considered simultaneously, explain 68.9% of the variation in Turnover Intention, with the remaining variation influenced by factors outside the model. In addition, the Q^2 value of 0.478 indicates that the model has good predictive relevance and is therefore suitable for predicting Turnover Intention.

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