



Job stress and employee retention in textile crisis: the mediating role of organizational commitment

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ABSTRACT

This study aims to analyze the effect of job stress on employee intention to remain and the mediating role of organizational commitment in the textile industry in Karanganyar Regency. The crisis in the textile sector, due to decreased export demand, import competition, and government policies, has an impact on organizational performance. This study uses an explanatory research design with a quantitative approach. The sample of 150 respondents was permanent employees of textile companies affected by the textile crisis in January-October 2024, selected using purposive sampling technique. Data were analyzed using SEM-PLS. The results show that job stress negatively affects intention to remain and commitment, which means that low job stress increases employees' intention to stay and organizational commitment. Organizational commitment mediates the relationship between job stress and intention to remain, which means that the desire to stay in the company is high because it is driven by the high organizational commitment of employees.

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1. INTRODUCTION

In 2024, the Textile and Textile Products industry in Indonesia is facing significant crisis challenges. Many companies operating in this industry are experiencing bankruptcy, while some that are still surviving are implementing operational cost efficiencies. According to a report from Mitra Mitra berdaya (2024), this crisis occurred due to a decrease in demand in the export market. The existence of the ASEAN China Free Trade Area (ACFTA) agreement, which aims to eliminate import tax tariffs and remove international trade quota restrictions, has pressured the local textile industry (Erni, 2025).

Another factor that has the most impact on the occurrence of this crisis is due to changes in regulations related to import permits. Permendag Number 8 of 2024 was issued with the aim of facilitating the entry of imported goods (Cindy, 2024). The result of the regulatory loopholes created by the government encourages the practice of textile product dumping carried out by China. Dumping is a trade practice where a product is sold in foreign markets at a price below the domestic price, aiming to distort competition

and harm local producers in the destination country (Akbar et al., 2025). China, which is the largest textile producer in the world, targets the sale of products to countries that do not have strict regulations to protect their local industries (Setiahata & Tobing, 2024).

Jholanda & Anwar (2025) revealed that the growth in demand for fashion products in Indonesia continues to increase, with the emergence of the thrifting trend, or in this context, buying second-hand clothes, impacting the deterioration of the local textile industry. The influx of imported second-hand clothing poses a serious challenge for the domestic textile industry, particularly concerning competitive price pressures and shifts in consumer preferences (Nazhifah et al., 2025).

The combination of these five factors has resulted in an extreme decline in product demand, which has impacted the company's revenue and indirectly affected the employees. From the period of 2022 to 2024, there were 60 textile companies that went bankrupt (Hayat, 2025). This reflects the serious impact of the decline in export demand and the oversupply of textile products from China in the domestic market.

With the increasing crisis in the textile sector, the company's operational efficiency has become a step taken by the company to maintain short-term company stability. According to Ifeoma, (2021) although efficiency and organizational change can provide economic benefits, their impact in the long term often tends to reduce the morale, welfare, and performance of surviving employees, and increase stress. This condition not only affects employee emotions, but also has an impact on the mind and physical condition of employees (Oktafiani & Pantawis, 2024). Post-efficiency job stress is a serious challenge for management because it can reduce productivity and increase employee exit intentions from the company (Awada et al., 2024); (Yanto et al., 2024).

In this context, Intention to remain is a crucial factor that needs to be considered by management, because employees who have a strong intention to stay at work tend to be more productive and contribute positively to achieving organizational goals (Syahreza et al., 2023). However, high levels of stress can reduce this intention, thereby increasing the risk of turnover within the company (Oktafiani & Pantawis, 2024). Intention to remain itself reflects employees' awareness and commitment to continue their work in the same place (Astuti & Helmi, 2021). Employees' desire to stay in the organization is not formed just like that, but is influenced by various internal and external factors. Internal factors include job satisfaction, stress levels, and spirituality, while external factors include the work environment, rewards, training, and clear career paths (Nurhalizah et al., 2024). Therefore, understanding how job stress affects intention to remain and the factors that can mediate the relationship is important for organizations in managing and retaining their workforce.

In the relationship between job stress and intention to remain, organizational commitment acts as a mediating variable that can weaken the negative impact of job stress on employees' intention to stay. Organizational commitment refers to the level of employees' emotional, moral, and rational attachment to the organization, which can influence their decision to (Robbins & Judge, 2023). When employees experience high levels of job stress, low organizational commitment can exacerbate the condition, thereby increasing the desire to leave the company (Wongsuwan et al. 2023); (Syafaatun & Yuliantini, 2023). Thus it can be understood that employees with high organizational commitment tend to be able to manage job stress better, so that they still have the intention to stay in the organization.

Organizational commitment itself consists of three main dimensions: affective commitment, which reflects an emotional bond to the organization; normative commitment, which is based on a sense of moral obligation to stay; and continuance commitment, which relates to rational considerations regarding the consequences of leaving the company (Robbins & Judge, 2023). Individual, job, and organizational factors play an important role in strengthening this commitment (Sulistianingrum & Mulyana, 2024). Thus, the presence of strong organizational commitment can be a determining

factor in maintaining workforce stability, especially in the textile industry that is experiencing a crisis, where high work pressure can increase the risk of turnover.

Although previous research has examined the relationship between job stress and employee turnover intention, there are limitations in understanding how job stress affects the intention to remain in the context of industry-specific crises such as textiles. Most studies focus on turnover intention, whereas intention to remain, which reflects employees' positive commitment to continue contributing to the organization, has been less thoroughly explored. Moreover, the role of organizational commitment as a mediating variable in this relationship has not been extensively studied in the context of the textile industry in Indonesia, which is currently facing external pressures such as dumping and the thrifting trend. This research fills that gap by analyzing how job stress affects the intention to remain through the mediation of organizational commitment amid the textile industry crisis.

The importance of this research lies in the urgency to understand the psychological dynamics of employees in the textile industry experiencing a crisis, particularly in Karanganyar Regency, where several textile companies are implementing efficiency measures through layoffs. Addressing changes within the organization, it is important to understand the impact of job stress on intention to remain and the role of organizational commitment as a mediating variable becomes crucial. This research provides theoretical insights into the relationship between job stress, organizational commitment, and intention to remain, thereby contributing to the development of more effective human resource management strategies to retain employees amidst industry challenges.

Based on the background that has been explained, the problem that arises is about how the crisis in the textile industry affects employees who are still working, especially in terms of job stress, organizational commitment, and intention to remain. This study aims to analyze job stress on employee intention to remain in the company, and is mediated by organizational commitment in the textile industry affected by the crisis. This research was conducted in Karanganyar Regency, because in that area there are several textile companies that carry out employee efficiency by terminating employment.

2. RESEARCH METHOD

This study applies an explanatory research design with quantitative methods to evaluate the impact of performance stress on intention to remain which is mediated by organizational commitment. The place of this research is located in Karanganyar Regency, the population studied was active employees of textile companies who experienced layoffs in the January-October 2024 period in Karanganyar Regency. Purposive sampling was chosen to focus on employees in companies that implemented efficiency measures due to a decline in market demand, ensuring the relevance of the data to the context of the textile industry crisis. Two out of three companies in Karanganyar were chosen due to accessibility and criterion suitability. The sample size is determined using the formula according to (Hair et al., 2022) by multiplying the number of indicators by 10, then 15 indicators X 10 found a sample size of 150. The sampling method applied is purposive sampling with the following criteria: (1) permanent employees, (2) employees who work in companies that experienced layoffs in the January-October 2024 period. Data was collected from January 3–5, 2025, through a Google Forms questionnaire with 15 Likert scale statements (5 statements per variable), which were tested for validity and reliability beforehand. Data were collected using a questionnaire applying a 5-point Likert scale as an instrument to measure variables (Sugiyono, 2013). The data obtained were then analyzed using the Structural Equation

Modeling-Partial Least Square (SEM-PLS) approach which was carried out in several stages: (1) outer model test; (2) inner model test; (3) mediation test.

3. RESULTS AND DISCUSSIONS

3.1 Data Description

This study involved 150 respondents, consisting of 88 men and 62 women who participated in filling out the questionnaire. Respondents were employees of a textile company that carried out employee efficiency in 2024. The data analysis method uses PLS-SEM which consists of two main testing stages, namely outer model and inner model tests. The first step is to test the outer model which serves to assess the validity and reliability of indicators. This approach uses Structural Equation Modeling (SEM) to analyze complex relationships between variables simultaneously.

3.2 Respondents Characteristics

Table 1. Respondents Characteristics

Category	Frekuensi	Percentage
Male	88	59%
Female	62	41%
Divisi	Produksi	100%
Lama Bekerja		
1-2 Years	71	47%
3-4 Years	41	27%
more than 4 years	38	25%

Source: Primary data processed 2025

Based on demographic data, the majority of respondents in this study were male as many as 88 people or 59%, while women totaled 62 people or 41%. All respondents came from the production division (100%), so the results of this study represent the conditions and perceptions of employees in the company's main operational line. In terms of length of service, the most respondents were in the 1-2 year group as many as 71 people (47%), followed by those who have worked for 3-4 years as many as 41 people (27%), and more than 4 years as many as 38 people (25%).

3.3 Data Analysis

a. Outer Model Test

The initial stage in evaluating the outer model is done by analyzing the outer loading of each indicator. High outer loading indicates a significant level of similarity in a construct. According to (Hair et al., 2022), the minimum recommended value for outer loading is 0.7. The test results a

Table 2. Outer Model Test

	Intention To Remain	Organizational Commitment	Job Stress
X1.1			0.848
X1.2			0.857
X1.3			0.848
X1.4			0.828
Y.1	0.827		
Y.2	0.804		
Y.3	0.792		
Y.4	0.828		
Y.5	0.817		
Z.1		0.772	
Z.2		0.86	
Z.3		0.773	
Z.4		0.804	

Z.5	0.847
Z.6	0.768

Source: Primary data processed 2025

Based on the results of the outer loading test, all indicators on the Intention to Remain construct (0.792-0.828), Organizational Commitment (0.828-0.857), and Job Stress (0.768-0.860) show adequate validity (≥ 0.7) according to the criteria of (Hair et al., 2022). This measurement model looks solid, especially in the Organizational Commitment construct which has the highest level of consistency. The next step is to confirm the overall construct validity and reliability using metrics such as AVE, Composite Reliability, and Discriminant Validity tests.

Table 3. Construct Reliability and Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Intention To Remain	0.873	0.878	0.908	0.663
Organizational Commitment	0.891	0.893	0.917	0.648
Job Stress	0.867	0.875	0.909	0.715

Source: Primary data processed 2025

The Construct Reliability and Validity test aims to ensure that the construct is measured consistently and accurately by its indicators. According to Hair et al. (2022), the Cronbach's alpha and Composite Reliability values must be greater than 0.7 while the AVE value is greater than 0.5. The results show that the three constructs-Intention to Remain, Organizational Commitment, and Job Stress-have high reliability (Cronbach's Alpha and Composite Reliability > 0.7) and adequate convergent validity (AVE ≥ 0.5).

Table 4. Discriminant Validity Test

	Intention To Remain	Organizational Commitment	Job Stress
Intention To Remain	0.814		
Organizational Commitment	0.567	0.805	
Job Stress	-0.39	-0.348	0.845

Source: Primary data processed 2025

According to Hair et al. (2022), Discriminant Validity aims to ensure that each construct in the model is truly different from one another. This means that the construct must be able to explain its own variable better than explaining other constructs. One commonly used testing method is the Fornell-Larcker Criterion, where the square root value of the AVE (Average Variance Extracted) of a construct must be greater than the correlation between other constructs.

Based on the Discriminant Validity test data, the square root of AVE for Intention to Remain (0.814), Organizational Commitment (0.805), and Job Stress (0.845) are all greater than the correlation between constructs. The correlations between Intention to Remain and Organizational Commitment (0.567) and Job Stress (-0.39) are far below 0.814. Similarly, the correlation between Organizational Commitment and Job Stress (-0.348) is less than 0.805 and 0.845. The negative correlation value on Job Stress indicates a counterintuitive relationship, but still does not exceed the square root of the AVE. These results confirm that the three constructs have good Discriminant Validity, indicating that the indicators of each construct more strongly measure its own construct than other constructs. Thus, this measurement model is valid and can proceed to the inner model analysis stage.

b. Inner Model Test

At the inner model evaluation stage, the analysis is carried out through the R^2 test, F^2 test, Path Coefficient test along with T-Statistics, and Indirect Effect test. The R^2 test measures how much variance in the dependent variable is explained by the model, while the F^2 test evaluates the relative contribution of each independent construct. The Path Coefficient and T-Statistics tests analyze the strength and significance of the direct relationship between constructs, and the Indirect Effect test assesses the indirect effect through the mediator. After the measurement model is declared valid and reliable, the next step is to test the model's explanatory power assessment, which relates to its ability to reflect existing data through measuring the strength of the relationship in the PLS path model. One of the most commonly used measures to assess how well the structural model explains the dependent variable is the coefficient of determination (R^2). The R-square value indicates the extent to which the model can explain the variability of a variable, where the higher the R^2 value, the better the model's ability to predict the relationship proposed in the study.

Table 5. R Square Test

	R-square	R-square adjusted
Intention To Remain	0.364	0.355
Organizational Commitment	0.121	0.115

Source: Primary data processed 2025

The Intention to Remain variable has an R-Square value of 0.364, which means that 36.4% of changes in intention to remain can be influenced by the independent variables in the model. On the other hand, the Adjusted R-Square value of 0.355 shows that this model remains consistent even though it has been adjusted for the number of predictors used. Meanwhile, in the Organizational Commitment variable, the R-Square value of 0.121 reveals that 12.1% of the variation in organizational commitment can be explained by the Job Stress variable, with an Adjusted R-Square value of 0.115.

Next, to assess the ability of the model to explain the relationship between variables, it is necessary to analyze the effect size (F^2). This analysis aims to measure how significant the effect of exogenous variables is on endogenous variables in the model. According to the guidelines expressed by Hair et al. (2022), an F^2 value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 indicates a large effect. The magnitude of the F^2 value for each construct can be seen in the next table.

Table 6. F Square Test

	Intention To Remain	Organizational Commitment
Organizational Commitment	0.333	
Job Stress	0.067	0.137

Source: Primary data processed 2025

Based on the F Square value, the variable contributions to intention to remain and organizational commitment are as follows. For intention to remain, the organizational commitment variable makes a significant contribution with a value of 0.333, while job stress makes a smaller contribution with a value of 0.067. For organizational commitment, the job stress variable makes a significant contribution with a value of 0.137.

Table 7. Path Coefficient dan T-Statistics

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational	0.491	0.497	0.074	6.623	0

Commitment ->Intention To Remain					
Job Stress ->Intention To Remain	-0.22	-0.221	0.076	2.886	0.004
Job Stress -> Organizational Commitment	-0.348	-0.352	0.093	3.741	0

Source: Primary data processed 2025

Based on the results of data analysis, it was found that Organizational Commitment has a positive and significant effect on Intention to Remain with a path coefficient of 0.491, t-statistic of 6.623, and p-value of 0. This finding illustrates that an increase in employee commitment to the organization is directly proportional to their desire to remain in the organization. The analysis also revealed that Job Stress has a negative and significant impact on Intention to Remain, indicated by a path coefficient of -0.22, t-statistic of 2.886, and p-value of 0.004. This confirms that employees with low levels of job stress tend to have a stronger desire to stay in the organization. Furthermore, a negative and significant relationship was found between Job Stress and Organizational Commitment with a path coefficient of -0.348, t-statistic of 3.741, and p-value of 0. This indicates that decreasing levels of job stress can strengthen employees' commitment to their organization. Further indirect effect data is presented in tabular form.

Table 8. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Job Stress -> Organizational Commitment - >Intention To Remain	-0.171	-0.174	0.049	3.481	0.001

Source: Primary data processed 2025

Analysis of the mediation effect indicates that Job Stress has a significant negative effect on Intention to Remain with Organizational Commitment as the mediator variable, evidenced by the path coefficient value of -0.171, t-statistic of 3.481, and p-value of 0.001. These results confirm the important mediating role played by Organizational Commitment in the relationship between Job Stress and Intention to Remain. This suggests that employees with low levels of job stress tend to have stronger organizational commitment, which then contributes to their increased desire to stay in the organization.

3.4 Discussion

a. The effect of job stress on intention to remain

From testing the first hypothesis, it is evident that Job Stress has a negative and significant effect on Intention to Remain with a path coefficient of -0.22, t-statistic of 2.886, and p-value of 0.004. The finding that job stress has a negative and significant effect on intention to remain indicates that the lower the level of stress felt by employees, the greater their desire to stay in the organization. The practical implication of these results is that it is important for organizations to actively create and maintain a low-stress work environment. This can be done through realistic workload management, providing a healthy communication space between superiors and subordinates, providing psychological support, and stress management training. By reducing job stress levels, organizations can not only increase employees' intention to stay, but also encourage long-term loyalty and engagement which has a positive impact on retention and team

performance. This is in line with previous research conducted by Pravitasari (2024), which found that job stress has a significant positive effect on turnover intention. Given that turnover intention and intention to remain are two opposing concepts, this finding strengthens the argument that job stress can reduce an individual's intention to stay in the organization.

b. The effect of job stress on organizational commitment

The second hypothesis which states that Job Stress has a negative and significant effect on Organizational Commitment is also supported by a path coefficient of -0.348, a t-statistic of 3.741, and a p-value of 0. This shows that low levels of job stress can increase individual commitment to the organization. Working conditions that lack pressure can actually strengthen employees' emotional attachment, loyalty, and sense of belonging to the organization. Therefore, management needs to maintain a healthy and supportive work environment, for example by keeping the workload proportional, building open communication, providing adequate social support, and fostering a positive work culture. These results are in line with the research of Nasiroh et al. (2024) which found that job stress has a negative and significant effect on organizational commitment, where low levels of job stress encourage an increase in employee organizational commitment.

c. The effect of organizational commitment on intention to remain.

The third hypothesis, which states that organizational commitment has a positive and significant effect on intention to remain, is shown by a path coefficient of 0.491, a t-statistic of 6.623, and a p-value of 0. This finding indicates that an increase in organizational commitment is directly proportional to the desire of employees to remain in the organization. The finding that organizational commitment has a positive and significant effect on intention to remain indicates that the higher the level of employee commitment, the greater their desire to remain in the organization. The practical implication of this result is the importance of organizations to build and strengthen employee commitment, either through recognizing their contributions, creating a supportive work environment, career development, or providing opportunities for participation in decision making. When employees feel valued and have an emotional attachment to the organization, they tend to stay longer, thereby reducing turnover rates and maintaining organizational continuity and stability. The results of this study are consistent with Sudigdo (2024) and Cruz et al., (2025) which also found a positive relationship between organizational commitment and the desire to stay.

d. The mediating role of organizational commitment

The fourth hypothesis proposes that organizational commitment mediates the relationship between job stress and intention to remain. The analysis results confirm that job stress has a negative and significant impact on the intention to remain through organizational commitment, with a path coefficient value of -0.171, a t-statistic of 3.481, and a p-value of 0.001. These findings indicate that the influence of job stress on employees' desire to stay occurs not only directly but also through an indirect path with organizational commitment as a mediator. These results affirm that organizational commitment plays an important role as a bridge in the relationship between job stress and employees' desire to stay.

When job stress levels are successfully reduced, employees tend to form a stronger commitment to the organization, which in turn encourages them to stay. The practical implication is that organizations not only need to focus on efforts to directly reduce job stress but also must strengthen organizational commitment through strategies such as increasing employee engagement, recognizing contributions, and creating positive and trust-filled work relationships. By building strong commitment in a low-stress work environment, organizations can create sustainable employee retention

and long-term loyalty that supports workforce stability. These results are consistent with the research by Hadi et al. (2023), which found that organizational commitment acts as a mediator in the relationship between job stress and turnover intention, where employees experiencing low job stress show higher organizational commitment, which in turn increases their desire to remain in the organization.

4. CONCLUSION

This study proves that work stress negatively affects intention to remain (path coefficient -0.22; t-statistic 2.886; p-value 0.004) and organizational commitment (path coefficient -0.348; t-statistic 3.741; p-value 0). Organizational commitment has a positive effect on intention to remain (path coefficient 0.491; t-statistic 6.623; p-value 0) and mediates the relationship between work stress and intention to remain (path coefficient -0.171; t-statistic 3.481; p-value 0.001). For managers, these findings emphasize the importance of managing work stress through good communication and a supportive work environment to enhance employee commitment and intention to remain in the crisis-stricken textile industry. The limitation of this study is its focus on two companies in Karanganyar Regency, which restricts generalization, and the lack of exploration of specific managerial strategies to address work stress. The limitation of this study is its focus on two companies in Karanganyar Regency, which restricts generalization, and the lack of exploration of specific managerial strategies to address work stress. These findings underscore the importance for company managers to pay more attention to employees' psychological conditions, especially amid efficiency pressures and industry crises.

These findings underscore the importance for company managers to pay more attention to the psychological conditions of employees, especially amid efficiency pressures and industry crises. Efforts to manage work stress, such as improving communication, creating a supportive work environment, and maintaining a balanced workload, can be effective initial steps to retain employees. In addition, building organizational commitment through engagement, recognition of contributions, and providing clarity on career direction can also strengthen employees' intention to stay. In addition, building organizational commitment through engagement, recognition of contributions, and providing clarity on career direction can also strengthen employees' intention to stay. However, this research has limitations because it does not deeply explore the practical steps that companies have taken in responding to work stress and in building organizational commitment.

However, this research has limitations because it does not explore in depth the practical steps that companies have taken in responding to work stress and in building organizational commitment. Additionally, this study is limited to one industrial sector and one geographical area, namely Karanganyar Regency, so generalizing the findings to other industrial contexts or regions should be done with caution. Further research could consider a mixed or qualitative approach to explore more specific and effective managerial strategies for managing work stress during a crisis.

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