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The Impact of Work Attitude on Job Satisfaction and Intention to Change Jobs on the Fashion Model Industry in Jakarta

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Abstract

Purpose – This study aims to investigate the impact of work attitude on job satisfaction and the intention to change jobs within the fashion modeling industry in Jakarta. The focus is on freelance fashion models who often face job insecurity and a lack of legal protection.

Methodology – A quantitative approach was employed using confirmatory factor analysis. Data were collected through a questionnaire survey involving 115 respondents, selected using a snowball sampling method. The data were analyzed using multiple linear regression and Structural Equation Modeling Partial Least Squares (SEM-PLS).

Findings – The results show that a positive work attitude significantly influences job satisfaction. In turn, higher job satisfaction is found to reduce the intention to change jobs. These findings provide a deeper understanding of the relationships between work attitude, job satisfaction, and job-switching intention within the context of freelance fashion models.

Originality – This study highlights a relatively underexplored labor segment, freelance fashion models, who face unique employment challenges in a largely informal industry. It provides empirical insights into psychological and organizational factors affecting their work engagement and retention.

Introduction

The fashion industry in Jakarta has grown rapidly with the emergence of local designers and MSMEs, driving demand for fashion products. In this context, models play a crucial role in promoting products, either through freelance or permanent contracts with agencies. Freelance models typically work on a project-based basis, while models with permanent contracts are tied to a fixed-term contract with an agency, without a monthly salary but with a project-based fee.

Modeling roles, which involve photo shoots, video shoots, and public appearances, often involve high levels of stress, which can impact job satisfaction. Excessive stress can lead to low job satisfaction and turnover intentions. Several challenges, such as job uncertainty, complex relationships with seniors and juniors, and low security, can trigger decisions to leave the profession.

This study aims to investigate the factors influencing model job satisfaction and turnover

intentions among model workers. A positive work attitude, professionalism, and good interpersonal relationships have been shown to be positively associated with job satisfaction and can reduce turnover intentions. These findings are expected to provide insights for improving employment practices in the Jakarta fashion modeling industry, addressing compensation inequities, and improving the well-being of model workers.

Literature Review

Fashion Modeling Industry

The fashion modeling industry encompasses the recruitment, training, and placement of models to promote fashion products such as clothing, accessories, and beauty products. Involving modeling agencies, designers, photographers, marketing companies, and fashion designers, models are tasked with presenting products attractively through runway shows, advertisements, editorials, catalogs, campaigns, and fashion events. This profession requires the ability to pose, express oneself, and adapt to the client's style. Fashion modeling is connected to fashion trends, the creative industry, and social media, and plays a role in shaping brand image and influencing consumer preferences.

Freelance Model

Freelance models are individuals who work independently in the modeling industry without an exclusive affiliation with an agency. They seek out their own work opportunities, negotiate with clients, and manage their work schedules flexibly. While they have full control over their careers and the opportunity to work with a variety of clients, they face challenges such as job instability and the need for effective time and financial management.

Agency Model

Modeling agencies act as intermediaries between models and clients, arranging various aspects such as photo shoots and fashion shows. They must act fairly to create a professional and honest work environment. The agency's primary functions include:

1. Transparent Recruitment and Selection: A non-discriminatory recruitment process.
2. Training and Development: Providing training to improve models' skills.
3. Fair Contract Negotiation: Ensuring appropriate compensation for models.
4. Model Rights Protection: Protecting the rights and interests of models.
5. Dispute Resolution: Resolving issues fairly and objectively.

Job Satisfaction

Job satisfaction reflects the extent to which an individual is satisfied with various aspects of their job, including the work environment, compensation, and development opportunities. This satisfaction is important because it directly relates to employee productivity, performance, and retention. For freelance models, job satisfaction involves assessing flexibility, project types, client relationships, and compensation. High levels of satisfaction can increase motivation and dedication, while dissatisfaction can decrease productivity and increase turnover intentions. Autonomy and control over work are key factors in freelance model job satisfaction.

Turnover Intention

Turnover intention refers to an employee's desire or plan to leave their job, influenced by factors such as job satisfaction, career opportunities, and the quality of working relationships. In the context of freelance modeling, turnover intention is influenced by job satisfaction, financial stability, and career development opportunities. Dissatisfaction and income instability can increase turnover intention. Understanding turnover intention is important to help the modeling industry and modeling agencies retain talent by increasing job satisfaction, strengthening relationships with models, and creating a supportive work environment.

Research Methods

Research Design

This study employed a confirmatory research design with a quantitative approach to test hypotheses based on existing theories. The study population consisted of freelance models in Jakarta, with a snowball sampling technique used to reach participants who were difficult to identify. Data were collected through an online questionnaire and analyzed using Partial Least Squares-based Structural Equation Modeling (SEM) to handle complex models and non-normal data. The analysis included validity, reliability, and structural model testing.

Research Framework

This research begins by examining various theories that form the basis of the research, taking into account the problem formulation, research objectives, and literature review discussed in the previous chapter. Through previous research, the research framework presented below can be explained:
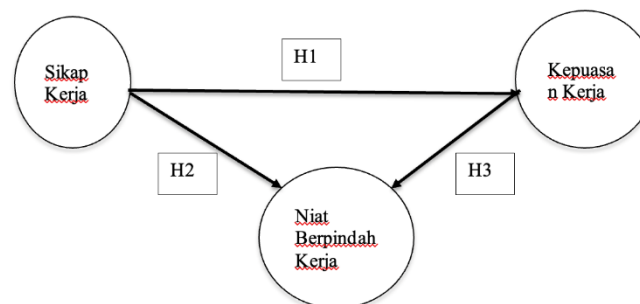

Figure 1. Research Framework

H1: Work Attitude Has a Positive Influence on Job Satisfaction
Positive work attitudes, including motivation and commitment, contribute to increased job satisfaction. Research by Nasution (2019) shows that work attitudes significantly influence job satisfaction; individuals with positive attitudes tend to feel more satisfied with their jobs.

H2: Work Attitude Has a Negative Influence on Turnover Intention
Work attitudes play a role in determining turnover intentions, with positive attitudes tending to reduce these intentions. However, work attitudes are not the only factor; overall working conditions also influence employees' decisions to stay or leave (Mawarni, 2018; Sudiro, 2021). Research by Prisillya & Turangan (2020) and Annisa & Rakhmawati (2019) supports that work attitudes have a significant negative influence on turnover intentions.

H3: Job Satisfaction Negatively Influences Turnover Intentions

Job satisfaction significantly reduces turnover intentions. Research by Paat et al. (2017) and Prisillya & Turangan (2020) shows that individuals who are satisfied with their jobs tend to have lower intentions to look for a new job. However, the decision to move can be influenced by other personal and professional factors.

Data Collection

The questionnaire was designed to collect data on work attitudes, job satisfaction, and turnover intentions from freelance models in the fashion industry. The questionnaire used a Likert scale with five options: Strongly Disagree (STS), Disagree (TS), Neither Agree (KS), Agree (S), and Strongly Agree (SS). The goal was to gain in-depth insight into the factors influencing key aspects of the fashion modeling industry.

Sampling was conducted using a snowball sampling technique, where initial participants referred others who met the research criteria. This technique facilitates access to hard-to-reach populations. The minimum sample size was determined based on the formula of Hair et al. (2019), which is to multiply the number of indicators (6) by 10, resulting in a minimum of 60 respondents. However, Prof. Mahfud Sholihin stated that a small sample size of between 35 and 50 can still be used for the SEM-PLS model.

Results and Discussion

Data Collection

This study collected data from freelance and professional fashion models through an online survey using Google Forms. Data collection took place from the beginning to the end of June 2024, with questionnaires distributed through fashion model associations and direct contact with approximately 150 fashion models via social media. Of these, 115 respondents met the study criteria. Data were analyzed using SmartPLS 4.0 software with the Partial Least Squares Structural Equation Modeling (PLS SEM) method to evaluate the relationships between variables.

Respondent Demographics

The following table shows the characteristics of the study subjects, including relevant demographic and professional information. This data includes variables such as age, gender, marital status, education, income, length of service, and job category, providing a detailed overview of the freelance models and professionals who participated in this study.

Table 1. Respondent Demographics

Classification		Frequency	Percentage (%)
Gendel	Female	79	68,7%
	Male	36	31,3%
Marital status	Single	94	81,7%
	Marry	21	18,3%
Age	15 – 20 years	15	10,4%
	21 – 25 years	59	51,3%
	26 – 30 years	27	23,5%
	31 – 35 years	10	8,7%
	>35 years	7	6,1%
Education	Junior High School	0	-
	Senior High School	51	44,3%
	Undergraduate	62	53,9%
	Graduate	2	1,7%

Classification		Frequency	Percentage (%)
Revenue per Month	<10 million	46	40%
	10 – 20 million	46	40%
	20 – 30 million	16	13,9%
	>30 million	7	6,1%
Long working as a model	<1 year	21	18,3%
	1 – 3 years	20	17,4%
	3 – 5 years	39	33,9%
	>5 years	35	30,4%
Job Categories	Agency	39	33,9%
	Freelance	76	66,1%

Work Attitude in the Fashion Modeling Industry

Descriptive statistical analysis was used to identify patterns in respondents' responses related to work attitude variables in the fashion modeling industry. The following table details the descriptive analysis of work attitude variables according to the research objectives.

Table 2. Descriptive Analysis of Work Attitudes

Item	Mean	Standard Deviation	%
X1 - I really appreciate others appreciate my abilities	4,713	0,672	94%
X2 - I appreciate audience feedback and designer satisfaction	4,704	0,675	94%
X3 - I want to be recognized as a model	4,208	0,959	84%
X4 - I love the activities of models in famous collections	4,460	0,861	89%
X5 - I appreciate a high wage rate	4,713	0,631	94%
X6 - I love a lot of modeling activities such as fashion shows and photo shoots	4,686	0,626	94%
X7 - I value the relationship with the agency	4,643	0,703	93%
X8 - I value relationships with seniors and juniors	4,556	0,850	91%
X9 - I appreciate the social recognition of the model	4,321	0,913	86%
X10 - I value relationships with coworkers	4,791	0,569	96%
X11 - I made an effort to maintain my personality as a model	4,573	0,726	91%
X12 - Model activities have stability and a future	4,165	1,138	83%
X13 - I can live on the income from modeling activities alone	3,782	1,368	76%
X14 - Model certificate helps me in modeling activities	4,226	1,100	85%
X15 - I got a professional education that helped with modeling activities	4,252	1,074	85%

Descriptive statistical analysis shows that the majority of female models agree that work attitudes influence job satisfaction, with the average respondent score above 3, with the highest score being relationships with coworkers. Item X10, which reflects this activity, showed a percentage of 96%, indicating a high priority placed on relationships with coworkers. This finding emphasizes the importance of interpersonal relationships in enhancing job satisfaction, team collaboration, and productivity in the fashion modeling industry.

Job Satisfaction in the Fashion Modeling Industry

Descriptive statistical analysis was conducted to evaluate the level of job satisfaction in the fashion modeling industry, including percentage distributions, means, and standard deviations

of related variables. The goal was to provide an overview of the respondents' characteristics and identify key patterns and trends in the data.

Table 3. Descriptive Analysis of Job Satisfaction

Item	Mean	Standard Deviation	%
Y1 - I am satisfied with the hours worked as a model	4,269	0,911	85%
Y2 - I am satisfied with the working conditions as a model	4,260	0,927	85%
Y3 - I'm satisfied with my work schedule	4,252	0,944	85%
Y4 - I'm satisfied with my workload	4,234	0,930	85%
Y5 - I am satisfied with the wages given	3,530	1,157	71%
Y6 - I am satisfied with the quality of the collection and events	4,365	0,830	87%

The descriptive analysis results indicate that the majority of female models are satisfied with their jobs, particularly with the quality of collections and events, as reflected by an average score above 3 and an 87% percentage in item Y6. Satisfaction with this aspect supports a harmonious work environment, enhances team collaboration, and operational efficiency in the fashion modeling industry.

Turnover Intention in the Fashion Modeling Industry

This study aims to explore the relationship between job satisfaction and turnover intention. This objective was achieved by analyzing respondents' responses to statements related to turnover intention. The results of the descriptive analysis for the turnover intention variable are presented in the following table.

Table 4. Descriptive Analysis of Intention to Change Jobs

Item	Mean	Standard Deviation	%
Z1 - I want to stop being a model and work in another field	3,008	1,051	60%
Z2 - I want to reduce modeling activities and work as an educator of a model academy or professional model school	3,269	1,541	65%
Z3 - I hope to work as a freelancer	3,730	1,279	75%
Z4 - I've been thinking about quitting my industrial modeling job	2,686	1,244	54%
Z5 - I will quit my modeling job if my working conditions get worse than now	3,582	1,366	72%

The analysis revealed moderate to high variation in responses regarding turnover intentions. Although the majority of models tended to remain in the fashion modeling industry, 75% expressed interest in exploring freelance opportunities in other fields. This indicates a desire for career diversification that industry managers should consider.

SEM-PLS Analysis

A PLS-SEM was used to evaluate the impact of social networking applications on innovation capability, with absorptive capacity as a mediating variable. This study involved 115 samples and employed a higher-order model, where job satisfaction and turnover intentions functioned as higher-order components (HOCs) with their elements as lower-order components (LOCs).
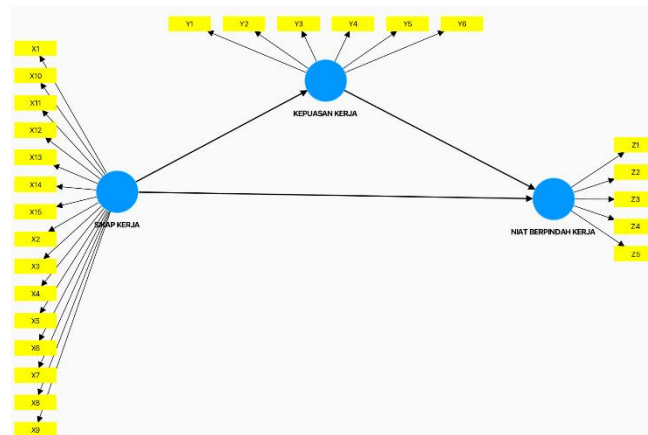
Figure 2. SEM-PLS Analysis

Validity and Reliability Testing

In the initial stage of measuring lower-order components (LOC) indicators, convergent validity testing was conducted by measuring factor loadings and Average Variance Extracted (AVE), with the criteria being factor loadings > 0.7 and AVE ≥ 0.5. The results showed that all LOC constructs met convergent validity criteria. Discriminant validity testing confirmed that items had higher cross-loadings than other latent variables, indicating model fit. For reliability testing, composite reliability and Cronbach's alpha were used, with composite reliability exceeding 0.7, and Cronbach's alpha for most constructs being adequate, although some were below 0.7. Overall, the LOC constructs were deemed reliable and consistent for repeated use.

Structural Model

After evaluating the measurement model, the next step was to evaluate the structural model by testing R^2, Q^2, path coefficients, F^2, and hypothesis significance to ensure model validity and reliability.

Variance Inflation Factors (VIF)

Table 5. VIF Analysis

	Job satisfaction	*Intention to change jobs*
Work attitude	1.000	1.556
Job Satisfaction		1.556

In regression analysis, it is important to check for collinearity in the data to avoid bias. According to Hair et al. (2019), a Variance Inflation Factor (VIF) value above 5 indicates a collinearity problem, while a value between 3 and 5 also has the potential to cause problems. Table 5 shows that all variables in this analysis have VIF values below the threshold of 3, indicating no collinearity problem and the VIF evaluation has met the expected standards.

Coefficient of Determination

Table 6. R^2 Analysis

	R- Square	*R- Square Adjusted*
Job Satisfaction	0.357	0.352
Intention to change jobs	0.738	0.734

The second stage of the structural model evaluation involves analyzing the R^2 values for endogenous variables, which indicate how much of the variation in those variables can be explained by other variables. In this study, the endogenous variables analyzed were absorptive

capacity and innovation capability. According to Hair et al. (2019), an R^2 value of 0.75 is considered strong, 0.50 moderate, and 0.25 weak. The analysis results in Table 6 show that the R^2 for job satisfaction is 0.357, indicating a weak effect, while the R^2 for turnover intention is 0.738, indicating a moderate effect.

Effect Size

Table 7. F^2 Analysis

	Job Satisfaction	Intention to change jobs
Work Attitude	0.556	1.310
Job Satisfaction		0.091

F^2 analysis is used to assess the influence of one variable on another, with values below 0.02 indicating a small effect, below 0.15 a medium effect, and above 0.35 a large effect (Hair et al., 2019). Based on the table provided, the impact of work attitude on job satisfaction is significant with an F^2 value of 0.556. Furthermore, the impact of work attitude on turnover intention is also significant, while the effect of job satisfaction on turnover intention is relatively small.

Cross-Validated Redundancy

Table 8. Q^2 Analysis

	SSO	SSE	Q2 = 1 (SSE/SSO)
Work Attitude	1200	300	0.75
Job Satisfaction	1100	200	0.80
Intention to Change Jobs	1100	150	0.86

The Q^2 evaluation measures the ability of the path model to predict actual data values, using the blindfolding method to generate values for the cross-validated redundancy construct. According to Hair et al. (2019), Q^2 values of 0.0, 0.25, and 0.50 indicate low, medium, and high levels of predictive relevance, respectively. The results in Table 8 show that the Q^2 value for job satisfaction is 0.80, indicating a high prediction of work attitudes towards job satisfaction. Meanwhile, the Q^2 value for turnover intention is 0.86, indicating a high prediction of work attitudes and job satisfaction towards turnover intention.

Path Coefficients

Table 9. Path Coefficients Analysis

Model	Path coefficients	
Work Attitude → Job Satisfaction	0.598	Positive
Work Attitude → Intention to change jobs	0.730	Positive
Job Satisfaction → Intention to change jobs	0.192	Positive

Path coefficients indicate the strength and direction of the relationship between variables in the model, with values ranging between -1 and +1. Values closer to +1 indicate a strong relationship (Hair et al., 2019). Table 9 shows that most path coefficients in the research model are close to 1, indicating a strong relationship between the variables. However, the relationship between job satisfaction and turnover intention has a lower correlation.

Hypotesis Test

Table 10. Hypothesis Test

Model	Original Sample	T Statistic	P Values
Work Attitude → Job Satisfaction	0.598	44.201	0.000
Work Attitude → Intention to change jobs	0.730	11.864	0.000
Job Satisfaction → Intention to change jobs	0.192	1.189	0.235

Hypothesis testing was conducted to determine the significance of the relationship between latent variables using Smart PLS 4.0 software with a bootstrapping method using 5,000 subsamples. The path coefficient results indicate that the effect is considered significant if P values <0.05 and T statistics >1.96 (two-tailed) (Hair et al., 2019). Based on Table 10, two of the three tested hypotheses met the significance criteria, while one did not.

H1: Job attitude has a significant effect on job satisfaction with a P value of 0.000 and a T statistic of 44.201. The alternative hypothesis is accepted.

H2: Job satisfaction has a significant effect on turnover intention with a P value of 0.000 and a T statistic of 11.864. The alternative hypothesis is accepted.

H3: Job attitude does not have a significant effect on turnover intention with a P value of 0.235 and a T statistic of 1.189. The null hypothesis is accepted.

Hypothesis Test Analysis

The Influence of Work Attitude on Job Satisfaction

The results of the hypothesis test indicate a significant positive relationship between work attitude and job satisfaction, with a P value of 0.000, a T statistic of 44.201, and an original sample value of 0.598. This means that each unit increase in work attitude contributes to a 59.8% increase in job satisfaction, thus accepting the alternative hypothesis (H1). Previous research supports this finding, showing that the intention to change jobs depends on recognition and satisfaction in modeling, including audience recognition, high wages, and good relationships with agencies and colleagues. Social recognition, career stability, and professional education also play a significant role in the decision to remain in the modeling industry or change jobs.

The Influence of Work Attitude on Job Turnover Intention

The results of the hypothesis test show a P value of 0.000 and a T statistic of 11.864, with an original sample value of 0.730, indicating a significant positive effect between work attitude and job turnover intention. Each increase in work attitude has the potential to increase turnover intention by 73.0%, supporting the alternative hypothesis (H2). These findings align with previous studies, indicating that satisfaction with working hours, working conditions, work schedules, workload, wages, and the quality of collections and events influence models' and models' decisions to change jobs or remain in the modeling industry.

The Effect of Job Satisfaction on Turnover Intention

The results of the hypothesis test indicate that job satisfaction does not significantly influence turnover intention, with a P value of 0.235 and a T statistic of 1.189. Despite the positive effect, the alternative hypothesis (H3) was rejected. Increased job satisfaction only increased turnover intention by 19.2%. Previous research indicates that job satisfaction typically has a negative relationship with turnover intention, although individual and situational factors can influence this decision.

Managerial Implications

The study shows that work attitude significantly influences fashion models' job satisfaction and turnover intention. To improve performance and retain talented models, management should

focus on developing positive work attitudes, including professionalism, interpersonal relationships, and career motivation. Management should emphasize work ethic, provide soft skills training, and provide career mentoring. Modeling schools should also integrate the development of positive work attitudes into their curriculum to produce models who are not only skilled but also professional. This emphasis is expected to increase satisfaction, maintain models, and improve the competitiveness of the fashion industry.

Conclusion

Based on the analysis of the previous chapter, the following conclusions can be drawn:

1. A model's work attitude has a positive influence on job satisfaction. These results indicate that work attitudes or styles, such as professionalism, positive relationships, and future orientation, play a significant role in determining whether a fashion model is satisfied with their job.
2. Work attitude influences turnover intention. In line with the first point above, it was found that work attitude also influences a person's intention to remain in their job.
3. Job satisfaction does not influence turnover intention. A fashion model's intention to change jobs is not influenced by whether they are satisfied with their job. This study shows that work attitude or work style is the most influential factor.

Recommendations

1. The fashion modeling industry should focus on developing positive work attitudes to ensure employee satisfaction and retention.
2. A successful employee retention strategy must be based on a deep understanding of the components that influence employee turnover intentions.
3. Modeling agencies and parties related to the fashion modeling industry need to focus on building a supportive and satisfying work environment for employees, and in increasing job satisfaction and reducing turnover intentions.

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