



EMOTIONAL INTELLIGENCE'S ROLE ON TURNOVER INTENTION THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE

I Gusti Made Suwandana
Universitas Udayana, Indonesia
Email: gungdesuwandana@unud.ac.id

ABSTRACT

KEYWORDS

emotional intelligence, turnover intention, job satisfaction

Turnover intention is a condition where someone wants to leave his job or the organization he owns to get a better job. This turnover intention is a problem for businesses, but if controlled appropriately and logically, it can be a good thing. The purpose of this study was to determine the effect of emotional intelligence on turnover intention with job satisfaction as a mediating variable in workers in Denpasar coffee shop, Bali. This research uses Traditional Turnover Theory as a theoretical foundation. The sample in this study amounted to 100 people with saturated sampling techniques. Data analysis techniques use path analysis, classical assumption testing, and mediation role testing. The results showed that emotional intelligence had a negative and significant effect on turnover intention; emotional intelligence had a positive and significant effect on job satisfaction; and job satisfaction had a negative and significant effect on turnover intention; job satisfaction mediated the influence between emotional intelligence and turnover intention. This research is a consideration and input for all coffee shops in the Denpasar area, Bali to improve their internal management system.

INTRODUCTION

The development of the increasingly global business world requires an organization to manage its internal scope management professionally and productively, so that the organization can still maintain survival and continue to grow along with the times (Förster et al., 2022). Every effort in achieving company goals cannot be separated from the role of human resources (Mahapatro, 2021). The importance of the existence of human resources can be seen from its influence on organizational efficiency and effectiveness, its involvement as part of a company that can plan, implement, and control the company (Fita, 2017), and because human resources have thoughts, feelings and desires that can affect their attitude at work (Sinambela et al., 2022).

Reliable human resources are needed by organizations in order to provide roles in the form of their performance that are highly calculated to achieve the organization's vision and mission (Atmaja et al., 2023). Almost all organizations agree that efforts to manage comfort for workers are the main key, because worker comfort can determine whether employees can survive or not in a company (Riyanto et al., 2021). If employees feel uncomfortable with their jobs, they can consider getting a better job (Dunn, 2020). Even his job satisfaction to work will tend to decrease so that the work becomes less optimal. This is a concept that needs to be considered by the company, in order to avoid the existence of turnover intention (Dewi, 2020).

Turnover intention is a problem for businesses, but if controlled appropriately and logically, it can be a good thing (Castro-González et al., 2021). Turnover intention refers to the conscious and deliberate desire of individuals to leave the organization (Abdalla et al., 2018), and this problem has a negative impact on the organization (Maningsih, 2022). A high turnover intention rate will have a negative impact on the organization because it can create

instability in an organization (Soelton et al., 2021). The high rate of turnover intention can be caused by several different things, both from each individual, company or environment (Chiat & Panatik, 2019). Several studies show several factors that can influence turnover intention behavior such as emotional intelligence (Surahman, 2023).

Table 1. Recapitulation of MSME Data by Business Sector in Denpasar Bali

No	Business Sector	Total
1	Culinary	9742
2	Fashion	7896
3	Education	443
4	Automotive	3081
5	Agribisnis	6353
6	Internet technology	1059
7	Other	3902

Source: Cooperative Office, Micro, Small and Medium Enterprises Denpasar City 2024

Emotional intelligence as the ability to monitor and control one's own and others' feelings, and use those feelings to guide thoughts and actions (Drigas et al., 2021). The ability to think affects emotions, and vice versa. Emotional intelligence allows an employee to work together with others to achieve common goals (Mindeguia et al., 2021). However, low emotional intelligence will have an impact on individual satisfaction, because the ability to understand and manage emotions plays an important role in job satisfaction and turnover intention (Giao et al., 2020). So it can be said that in addition to emotional intelligence, job satisfaction is also one of the main factors in turnover intention (Dewi, 2020).

Job satisfaction is defined as a positive feeling about work resulting from an evaluation of its characteristics (Robbins & Judge, 2013). Employees who feel satisfied with their work tend to feel more cheerful, friendly, responsive so that they are appreciated by employees and satisfied employees will not easily change jobs (Giao et al., 2020). Employees with high levels of job satisfaction have positive feelings about their work, while someone with a low level of work has negative feelings (Dziuba et al., 2020).

Emotional intelligence has a negative influence on employee turnover intention behavior in an organization (Back et al., 2020). This statement is also supported by other studies that also show that emotional intelligence has a significant negative influence on turnover intention (Yaseen, 2020). In contrast to several previous studies that say high emotional intelligence will actually increase the turnover intention rate (Zeidan, 2020). That way, it means that emotional intelligence has a positive relationship with turnover intention. The results of research from Surahman (2023) also show a positive relationship between emotional intelligence and turnover intention.

The purpose of this study was to determine the effect of emotional intelligence on turnover intention with job satisfaction as a mediating variable in workers in Denpasar coffee shop, Bali. The research is expected to give more insight into the topic discussed and become a reference for future relevant research.

RESEARCH METHOD

This research was conducted on Coffee Shop workers in Denpasar, Bali. The background to the selection of the location of this study is because there are problems related to emotional intelligence, turnover intention, and job satisfaction. The operational definition of variables in this study is as follows:

Table 2. Variable Operational Definition

Variable	Variable Operational Definition
Turnover intention (Y)	Thinking about exiting (Y1), Alternative job search (Y2), Intent to exit (Y3), Trying to find a new job (Y4), Thinking of working elsewhere (Y5)
Emotional Intelligence (X)	Self-awareness (X1), Self-regulation (X2), Self-motivation (X3), Empathy (X4), Social skills (X5), Mood settings (X6), Emotional harnessing (X7), Emotional relaxation (X8), Surviving frustration (X9), Controlling impulses (X10)
Job Satisfaction (M)	The work itself (M1), Salary (M2), Promotion (M3), Surveillance (M4), Co-worker (M5), Work performance (M6), Responsibility (M7), Opportunity (M8), Recognition (M9), Awards (M10)

This study used a sample of 100 respondents who were workers from coffee shops in the Denpasar area of Bali. Data collection was conducted through interviews and questionnaires. The analysis techniques used are descriptive analysis techniques and inferential statistical analysis techniques consisting of classical assumption tests, path analysis, and sobel tests using SPSS for Windows Program version 25.

RESULTS AND DISCUSSION

This study used respondents as many as 100 people who were workers from coffee shops in Denpasar Bali with criteria namely age, gender, age, education and length of work. The percentage of male respondents was 71 percent and female respondents were 29 percent. This shows that coffee shop workers in Denpasar Bali are dominated by men. The highest percentage of age is 57 percent with an age range of 26-30 years, followed by 21-25 years old at 25 percent and 30 years old and over at 18 percent. The percentage of recent high school education is 63 percent, diplomas are 20 percent and bachelor's degrees are 17 percent. This means that the majority of coffee shop workers in Denpasar Bali have the last high school education.

Research Instrument Test Results

Table 3. Instrument Validity Test Results

Variable	Indicator	Pearson Correlation	Information
Turnover intention (Y)	Y.1	0,890	Valid
	Y.2	0,307	Valid
	Y.3	0,676	Valid
	Y.4	0,823	Valid
	Y.5	0,813	Valid
Job Satisfaction (M)	M.1	0,797	Valid
	M.2	0,719	Valid
	M.3	0,792	Valid
	M.4	0,845	Valid
	M.5	0,794	Valid
	M.6	0,864	Valid
	M.7	0,905	Valid
	M.8	0,804	Valid
	M.9	0,860	Valid
	M.10	0,811	Valid
Emotional Intelligence (X)	X.1	0,767	Valid

X.2	0,869	Valid
X.3	0,932	Valid
X.4	0,944	Valid
X.5	0,766	Valid
X.6	0,849	Valid
X.7	0,807	Valid
X.8	0,869	Valid
X.9	0,932	Valid
X.10	0,944	Valid

The results of the validity test in this study showed that the four variables obtained a correlation coefficient value (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items in this research instrument have met the requirements for data validity.

Table 4. Instrument Reliability Test Results

Variable	Cronbach Alpha	Information
Y (Turnover intention)	0,617	Reliable
M (Job Satisfaction)	0,945	Reliable
X (Emotional Intelligence)	0,963	Reliable

Source: Data processed, 2023

The results of the reliability test in this study showed that the four variables obtained a Cronbach Alpha greater than 0.60 so that the statements on the questionnaire in this study can be said to be reliable and can be used to conduct research.

Description of Research Variables

All variables are measured by 5 points on the Likert Scale with a rating of 1=strongly disagree and 5 = strongly agree.

Table 5. Recapitulation of Turnover Intention

Variable	Dimension	Average Score	Category
Turnover Intention	Alternative job search (Y2)	3,35	Good
	Intent to resign (Y3)	4,10	Good
	Trying to find a new job (Y4)	3,90	Good
	Thinking of working elsewhere	4,05	Good
	Alternative job search (Y2)	4,16	Good
	Intent to exit (Y3)	3,86	Good
Average Score		3,91	Good

Based on the recapitulation table above, it can be concluded that overall respondents' responses regarding the turnover intention variable are included in the good category because they have an average value of 3.91.

Table 6. Recapitulation of Job Satisfaction

Variable	Dimension	Average Score	Category
Job Satisfaction	The work itself	4,19	Good
	Salary	4,33	Excellent

Promotion	4,10	Good
Supervision	3,94	Good
Co workers	4,00	Good
Work performance	4,41	Excellent
Responsibility	4,01	Good
Chance	3,33	Good
Confession	3,19	Good
Appreciation	4,31	Excellent
Average Score	3,98	Good

Source: Data processed, 2023

Based on the recapitulation table above, it can be concluded that overall respondents' responses regarding job satisfaction variables are included in the good category because they have an average value of 3.98.

Table 7. Recapitulation of Emotional Intelligence

Variable	Dimension	Average Score	Category
Emotional Intelligence	Self-awareness	4,18	Good
	Self-regulation	4,09	Good
	Self-motivation	4,18	Good
	Empathy	3,78	Good
	Social skills	4,16	Good
	Mood regulation	3,90	Good
	Utilization of emotions	4,03	Good
	Emotional relaxation	4,10	Good
	Surviving frustration	3,43	Good
	Controlling impulses	3,50	Good
Average Score		3,9	Good

Source: Data processed, 2023

Based on the recapitulation table above, it can be concluded that overall respondents' responses regarding emotional intelligence variables are included in the good category because they have an average value of 3.9.

Hypothesis Test

Table 8. Results of Regression Analysis on Sub-Structural 1

Model	Unstandardized Coefficients		Standardized Coefficients <i>Beta</i>	t	Sig.
	<i>B</i>	<i>Std. Error</i>			
1 (Constant)	4.512	.829		5.442	.000
1 Emotional Intelligence	.418	.152	.974	42.936	.000
R2 : 0.950					

Source: data processed, 2024

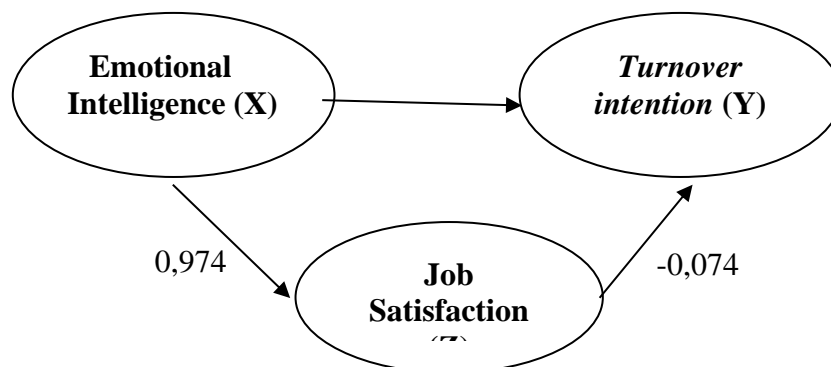
Based on this analysis, it means that emotional intelligence has a significant positive influence on job satisfaction, because the significance value is $0.000 < 0.05$. This means that if emotional intelligence increases, job satisfaction will increase, and vice versa.

Table 9. Results of Regression Analysis in Sub-structural 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.691	1.665		9.426	.000
Emotional Intelligence	.431	.075	-.113	-1.121	.003
Job Satisfaction	.483	.095	-.074	-.731	.001

Source: data processed, 2024

From the results of SPSS calculations, it was found that emotional intelligence had a significant effect on turnover intention because of the significance value of $0.003 < 0.05$. Likewise, job satisfaction has a negative and significant effect on turnover intention with a significance value of $0.001 < 0.05$.

**Figure 1.** Path Analysis Model

The calculation results obtained a Beta coefficient value of -0.113 and a pValue of 0.013, meaning that H_a is accepted because the pValue value is $0.013 < 0.05$. This means that emotional intelligence affects turnover intention negatively and significantly means that if emotional intelligence increases, the turnover intention of workers in Denpasar, Bali coffee shops will decrease. The results obtained support previous studies by Mérida-López et al. (2022), Hakim and Anggraeni (2019), and Giao et al. (2020) which found that emotional intelligence has a significant and negative effect on turnover intention.

The Beta value of 0.974 and p-Value 0.013 is obtained from the calculation of the effect of emotional intelligence on job satisfaction, so it can be said that H_a is accepted because the p-Value of $0.013 < 0.05$, meaning that emotional intelligence has a positive and significant influence on job satisfaction. The more emotional intelligence increases, the job satisfaction will increase. This is in line with the findings of Zulaikha & Parmin (2019), Rahmawati (2022), Korankye and Amakyewaa (2021), which explain that emotional intelligence has a positive and significant effect on job satisfaction.

Beta value -0.074 and p-Value 0.013 obtained from the calculation of the effect of job satisfaction on turnover intention, it can be said that H_a is accepted because p-Value $0.013 < 0.05$, meaning that job satisfaction has a negative and significant influence on turnover intention. The more job satisfaction increases, the turnover intention will decrease. This is in line with the findings of Rijasawitri & Suana (2020), Abd-Ellatif et al. (2021), and Romadhoni et al. (2020) and Gebregziabher et al. (2020) who explained that job satisfaction has a negative and significant effect on turnover intention.

The calculation of the direct influence of emotional intelligence on turnover intention - 0.113 and p-Value 0.013 and the indirect influence of emotional intelligence on turnover intention through job satisfaction 0.301 with p-Value 0.013 obtained results of $-0.113 + 0.301$

= 0.188. This shows that the direct effect of -0.113 is smaller than the total effect of 0.650 with a p-Value of 0.013, meaning that there is no problem with the mediating variable or in other words job satisfaction is able to have a mediating effect on the influence of emotional intelligence on turnover intention, so the fourth hypothesis is accepted.

The theoretical implications of this study support some pre-existing theories and provide evidence related to traditional turnover theory theoretically, where the turnover relationship that occurs in this study is on job satisfaction. This happens because job satisfaction in this study helps mediate the relationship that occurs between emotional intelligence that affects the turnover intention of workers in Denpasar coffee shops.

CONCLUSION

Based on the data analysis that has been done, several things can be drawn that are conclusions, namely emotional intelligence has a negative and significant effect on turnover intention, emotional intelligence has a positive and significant effect on job satisfaction, and job satisfaction has a negative and significant effect on turnover intention, job satisfaction acts as a mediation on the influence of emotional intelligence on turnover intention. Turnover intention will be better if emotional intelligence is mediated by job satisfaction, meaning that in an effort to reduce the occurrence of turnover intention, emotional intelligence needs to be improved without forgetting job satisfaction which is the mediating variable. Coffee shops in Denpasar need to increase the job satisfaction of their workers, by giving appreciation, appreciation and providing a comfortable workspace. Further research is expected to be able to expand the scope and population of research, replace data analysis techniques if needed, and enrich research references.

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