

The Role of Job Satisfaction in Mediating Effect of Emotional Intelligence on Turnover Intention

Putu Agus Yoga Brahmanda Ariarta¹, I Gusti Bagus Honor Satrya²

Faculty of Economics and Business, Udayana University (Unud), Bali, Indonesia

ABSTRACT : Turnover intention can be an indication that employees are engaging in turnover behavior or leaving the company. The purpose of this study is to analyze the role of job satisfaction in mediating the effect of emotional intelligence on turnover intention. This research was conducted on employees of PT. Tiki Jalur Nugraha Ekakurir Express Denpasar. The sample in this study are 70 employees through simple random sampling. Data collected through interview techniques and distributing questionnaires. The analysis technique used is path analysis and sobel test. The results of this study show that emotional intelligence has a positive and significant effect on job satisfaction, job satisfaction has a negative and significant effect on turnover intention, emotional intelligence has a negative and significant effect on turnover intention and job satisfaction significantly mediates the effect of emotional intelligence on turnover intention. When emotional intelligence and employee job satisfaction increase, employee turnover intention tends to decrease.

KEYWORDS : *emotional intelligence, job satisfaction, turnover intention*

I. INTRODUCTION AND HYPOTHESIS DEVELOPMENT

Turnover can be the biggest problem for companies in the HRM process, because if employee turnover is high, then the company will incur higher costs compared to companies that have low employee turnover. Companies must repeat the recruitment, training and development process for new employees, therefore companies need to pay attention to employee turnover rates to maintain company effectiveness and efficiency. Griffeth et al. (2000) argues that almost all turnover intention models are caused by a low level of job satisfaction. Job satisfaction is a subjective condition, which is the result of a conclusion based on a comparison of what employees receive from their work, with what is expected, wanted and thought of as appropriate or entitled to it. Employees with high emotional intelligence have higher job satisfaction and lower chances of leaving the company than employees with low emotional intelligence. Gunduz et al. (2012) found that emotional intelligence has a positive and significant effect on job satisfaction. Giao et al. (2020), Prentice (2019), Hakim & Anggraeni (2019), Soleimani & Einolahzadeh (2017) and Jordan & Troth (2011) found that emotional intelligence has a negative and significant effect on turnover intention. Job satisfaction and organizational performance are theoretically related to one of the important individual competencies for organizations, namely emotional intelligence (Gomez, 2008). Emotional intelligence is a major part of human life, because in everyday life or in the context of business activities, effective employees need to be sensitive to the emotions of themselves and others (Jordan et al., 2010)

Based on the description of these phenomena, it was found that PT. Tiki Jalur Nugraha Ekakurir Express Denpasar has experienced problems related to employee turnover rates in the last 5 years. Employee turnover rate data shows fluctuating conditions and in 2016, 2018 and 2019 with more than 10% per year. Fahrizal & Utama (2017) stated that employee turnover is high when the rate exceeds 10% per year. Based on the results of interviews with 5 employees, that 4 out of 5 employees cannot control the emotional situation that exists within themselves and cannot understand the emotional situation of their co-workers and 3 out of 5 employees also stated that they were not satisfied with their work

Attribution theory is used as a grand theory in this research. Attribution theory discusses the efforts made to understand the causes of our behavior with others, also explains how a person's behavior can be influenced by dispositional attribution or internal parties, for example, emotional state, nature and character, while this theory also explains how a person's behavior can be influenced by situational attribution or external parties such as pressure from certain situations or circumstances that will have an influence on how someone behaves in their environment (Güteryüz et al., 2008). This theory can also be the basis for explaining how the role of job

satisfaction mediates the influence of emotional intelligence on employee behavior or intentions to stay in the company or leave the company. Emotional intelligence is the ability to understand the emotions of oneself and others around or a person's subconscious ability to create positive results in interacting with others (Virk, 2011). Prentice (2019), Hakim & Anggraeni (2019), Soleimani & Einolahzadeh (2017), and Jordan & Troth (2011) found that emotional intelligence has a positive and significant effect on job satisfaction. When employees have high emotional intelligence, job satisfaction will increase, emotional intelligence can help employees to manage emotions and feelings that cause emotional discomfort and fatigue.

H1: Emotional intelligence has a positive and significant effect on employee job satisfaction

Job satisfaction includes a person's emotional state and attitudes towards their work. Hakim & Anggraeni (2019), Soleimani & Einolahzadeh (2017), Prentice (2019) and Devyanti & Satrya (2020) clarify that job satisfaction has a negative and significant effect on turnover intention. When employee job satisfaction is high, it will reduce the level of employee turnover intention. When the employee gets job satisfaction, then the employee tends to be loyal to the company so that the employee chooses to stay in the company, so the employee turnover intention can be reduced.

H2: Job satisfaction has a negative and significant effect on employee turnover intention

Turnover intention is a subjective perception of members of an organization or company to quit at a certain time with the intention of looking for other job opportunities. Previous research has found that emotional intelligence has an effect on employee intention to leave the company or turnover intention. Giao et al. (2020), Prentice (2019), Hakim & Anggraeni (2019), Soleimani & Einolahzadeh (2017) and Jordan & Troth (2011) prove that emotional intelligence has a negative and significant effect on turnover intention

H3: Emotional intelligence has a negative and significant effect on employee turnover intention

Prentice (2019) found that emotional intelligence has a negative and significant effect on turnover intention with a mediator, namely job satisfaction that is able to mediate the negative effect of emotional intelligence on turnover intention, in line with Hakim & Anggraeni (2019) and Feyerabend et al. (2018)

H4: Job satisfaction significantly mediates the effect of emotional intelligence on employee turnover intention

II. METHODS

This study uses a quantitative approach (positivism) with the associative causality method. The objects in this study are emotional intelligence, job satisfaction and employee turnover intention. Total population at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar are 238 employees. Based on the Slovin formula, the number of samples obtained is 70 respondents by simple random sampling. Data were collected by interview and questionnaire methods.

The quantitative data in this study are tabulated from the questionnaire and the number of employees. The qualitative data in this study are the opinions of respondents during interviews or statements in the questionnaire. The data that comes from primary sources in this study are data obtained from employees. The secondary data in this study are derived from the HRD of PT. Tiki Jalur Nugraha Ekakurir Express Denpasar in 2020.

III. RESULTS AND DISCUSSION

Respondents in this study were dominated by male employees, amounting to 43 people (61.4%). Respondents aged 26-30 years dominate as many as 36 people (51.4%). Respondents with high school graduates dominate as many as 33 people (47.1%) and also dominated by respondents who has been working for 2 to 5 years, 34 people (48.6%)

The highest answer score for the Turnover Intention variable is the Y2 statement, "I am likely to look for other career options in the next 12 months" with a score score of 2.11 this means that in this statement, employees tend to agree on statements about the desire of employees to seek other career opportunities in the next 12 months. The highest answer score for the Job Satisfaction variable is the M5 statement, "I feel satisfied with my job". This finding means that employees agree with the statement regarding overall satisfaction at work as evidenced by a number of 31 respondents who strongly agree in the M5 statement. The highest answer score for the Emotional Intelligence variable is in the Use of Emotion (UOE) indicator, especially in the X11 statement with a score of 4.57., "I will always encourage myself to do my best" with 46 respondents stating that they strongly agree

Table 1. The Result of Path Analysis in Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.567	2.750		1.661	0.101
Emotional Intelligence	0.256	0.046	0.559	5.566	0.000

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.567	2.750		1.661	0.101
Emotional Intelligence	0.256	0.046	0.559	5.566	0.000

R² : 0,313
Adjusted R Square : 0.303
F-statistic : 30.983
Sig. : 0.000

Source: Primary data processed,2020

Based on table 1, the regression coefficient value of the emotional intelligence variable is positive with a t test significance of less than 0.05. This shows that the emotional intelligence variable has a positive and significant effect on job satisfaction. The total determination value (R-Square) is 0.313, which means that 31.3% of the variation in job satisfaction is influenced by variations in emotional intelligence, while the remaining 68.7% is explained by other factors not included in this research model.

Table 2. The Result of Path Analysis in Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20.290	2.109		9.621	0.000
Emotional Intelligence (X)	-0.127	0.042	-0.336	-3.047	0.003
Job Satisfaction (M)	-0.342	0.091	-0.413	-3.747	0,000

R² : 0.439
Adjusted R Square : 0.423
F-statistic : 26.268
Sig. : 0.000

Source: Primary data processed,2020

Based on table 2, the significance value of each independent variable is less than 0.05. This shows that all independent variables have a significant effect on the dependent variable. The total determination value (R-Square) is 0.439 which means that 43.9% of the variation in turnover intention is influenced by variations in emotional intelligence and job satisfaction, while the remaining 56.1% is explained by other factors not included in this research model. The total determination value is 0.615 which means that 61.5% of the variation in turnover intention of employees of PT. Tiki Jalur Nugraha Ekakurir Express Denpasar is influenced by variations in emotional intelligence and job satisfaction, while the remaining 38.5% is explained by other factors that are not included in the research model.

Table 3. Direct, Indirect and Total Effects

Variable	Direct Effect	Indirect effect through M	Total
X → M	0,559	-	0,559
M → Y	-0.413	-	-0,336
X → Y	-0.336	-0.230	-0,566

Source: Primary data processed,2020

The direct effect of the emotional intelligence variable on job satisfaction is 0.559. The direct effect of job satisfaction on turnover intention is -0.413 and the direct effect of emotional intelligence on turnover intention is -0.336. This means that the turnover intention variable is more influenced by the job satisfaction variable than the emotional intelligence variable. While the indirect effect of the emotional intelligence variable on turnover intention through job satisfaction as a mediating variable is -0.230 so that the total effect of emotional intelligence on turnover intention through job satisfaction as a mediating variable is -0.566, therefore it can be concluded that the total effect of emotional intelligence on Turnover intention is greater than the total effect of emotional intelligence on turnover intention through job satisfaction as a mediating variable. Sobel test results obtained Z-count of $|-3.10| > 1.96$, it means that job satisfaction (M) is able to mediate the effect of emotional intelligence (X) on turnover intention (Y) of PT. Tiki Jalur Nugraha Ekakurir Express Denpasar, emotional intelligence has an indirect effect on turnover intention through job satisfaction variables. This result

means that emotional intelligence has a positive and significant effect on employee job satisfaction, the better the employee's emotional intelligence level, the employee's job satisfaction will increase

Based on these results, the hypothesis of job satisfaction has a negative and significant effect on turnover intention can be accepted at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar. Furthermore, the hypothesis of the effect of emotional intelligence has a negative and significant effect on turnover intention can be accepted at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar. Based on the analysis of the work sobel test, it is found that the calculated Z value is $|-3.10| > 1.96$ den to find out how strong the mediating effect of the satisfaction variable is, the significance value is $0.002 < 0.05$, which means that job satisfaction is a variable that mediates the effect of emotional intelligence on employee turnover intention at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar, emotional intelligence has an indirect effect on turnover intention through job satisfaction. High job satisfaction has benefits for the employees themselves through feeling happy at work and the benefits that the company can feel when having employees with high job satisfaction levels is that employees tend to be more productive so that they can help the company improve effectiveness and efficiency. Attribution theory has been confirmed in this study, because employee turnover is a behavior that is carried out consciously and through the intention process first or has prior intention, this intention can be influenced by internal factors of employees or in this study the emotional state of emotional intelligence and satisfaction. work of the employee itself. The results of this study can be used practically as a consideration for the employee's need to increase emotional intelligence through training programs because this study clarifies that there is a significant influence on the effect of emotional intelligence on job satisfaction and employee turnover intention. The limitation of this study is that the factors that influence employee turnover intention in this study are emotional intelligence and job satisfaction, while there are many other factors that can influence it.

IV. CONCLUSION

Emotional intelligence has a positive and significant effect on job satisfaction of employees of PT. Tiki Jalur Nugraha Ekakurir Express Denpasar, the better the level of emotional intelligence, the better the job satisfaction of PT Tiki Jalur Nugraha Ekakurir Express Denpasar employees. Job satisfaction has a negative and significant effect on employee turnover intention at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar, the higher the level of employee job satisfaction, the lower the employee's intention to make a turnover. Emotional intelligence has a negative and significant effect on employee turnover intention at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar, the higher the level of emotional intelligence of employees, the less the employee's intention to leave the organization or make a turnover. Job satisfaction has a negative and significant effect as a variable that is able to mediate the effect of emotional intelligence on employee turnover intention at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar. There is a mediating role for job satisfaction, so the negative influence of emotional intelligence on employee turnover intention at PT. Tiki Jalur Nugraha Ekakurir Express Denpasar will be even stronger.

Management should pay attention to the level of emotional intelligence of employees to help employees deal with emotional situations that can trigger employees to intend to make a turnover. The level of emotional intelligence of employees can be optimized through emotional intelligence training so that employees are able to manage their emotions and minimize the possibility of employees intending to take deviant actions or even turnover. Employees should be able to manage the emotional state within themselves, this is important, because a good emotional state can help employees to deal with problems that are often encountered in the work environment, therefore emotional intelligence can minimize feelings of discomfort, emotional fatigue and job satisfaction. easier to achieve. Management should pay attention to employee job satisfaction by conducting emotional intelligence training or other factors that also affect employee job satisfaction, such as providing compensation, both financial compensation and non-financial compensation. Employee turnover rates need to receive continuous attention and there should be a program or activity to evaluate matters related to employee turnover so as not to interfere with the effectiveness and efficiency of the company.

REFERENCES

- [1]. Devyanti, N. L. P. L., & Satrya, I. G. B. H. (2020). Open Access Effect of Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediating Variable. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(3), 293–298.
- [2]. Fahrizal, & Utama, I. W. M. (2017). Pengaruh Persepsi Dukungan Organisasi Terhadap Komitmen Organisasional dan Turnover Intention Karyawan Hotel Kajane MUA Ubud. *E-Jurnal Manajemen Unud*, 6(10), 5405–5543.
- [3]. Feyerabend, R., Herd, A. M., & Choi, N. (2018). Job satisfaction and turnover intentions among Indian call center agents: Exploring the role of kecerdasan emosional. *The Psychologist-Manager Journal*, 21(2), 106.
- [4]. Giao, H. N. K., Vuong, B. ., Huan, D. D., Tushar, H., & Quan, T. N. (2020). The Effect of Emotional

- Intelligence on Turnover Intention and the Moderating Role of Perceived Organizational Support : Evidence from the Banking Industry of Vietnam. *Sustainability*, 12(1), 1857.
- [5]. Gomez, C. (2008). Emotional Intelligence And Job Satisfaction : The Role Of Organizational Learning Capability. *Journal of Human Resources Management*, 1(1), 1–10.
- [6]. Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A Meta-Analysis Of Antecedents And Correlates Of Employee Turnover: Update, Moderator Tests, And Research Implications For The Next Millennium. *Journal Of Management*, 26(3), 463–488.
- [7]. Gülerüz, G., Güney, S., Aydın, E. M., & Aşan, Ö. (2008). The mediating effect of job satisfaction between emotional intelligence and organisational commitment of nurses: A questionnaire survey. *International Journal of Nursing Studies*, 45(11), 1625–1635.
- [8]. Gunduz, H., Gunsel, A., & Ulutas, T. (2012). Effects Of Emotional Intelligence On Job Satisfaction: An Empirical Study On Call Center Employees. *Journal of Social and Behavioral Sciences*, 58(1), 363–369.
- [9]. Hakim, W. L. N., & Anggraeni, A. I. (2019). The Impact Of Emotional Intelligence On Job Outcomes And Its Impact To Turnover Intention. *Journal Of Research In Management*, 2(3), 1–10.
- [10]. Jordan, P. J., Dasborough, M. T., Daus, C. S., & Ashkanasy, N. M. (2010). A call to context: Comments on Emotional Intelligence and Emotional Social competencies. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 3(1), 1–4.
- [11]. Jordan, P. J., & Troth, A. (2011). Emotional Intelligence and leader member exchange. *Leadership & Organization Development Journal*, 32(3), 260–280.
- [12]. Prentice, C. (2019). Managing Service Encounters With Emotional Intelligence. *Journal of Retailing and Consumer Services*, 51(1), 344–351.
- [13]. Soleimani, A. G., & Einolahzadeh, H. (2017). The Mediating Effect Of Leader–Member Exchange In Relationship With Emotional Intelligence, Job Satisfaction And Turnover Intention. *Cogent Business & Management*, 4(2), 14.
- [14]. Virk, H. K. (2011). Impact of kecerdasan emosional on kepuasan kerja, organizational commitment and perceived success. *International Journal of Arts & Sciences*, 4(22), 297.