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# The Impact Of Emotional Intelligence On Job Outcomes And Its Impact To Turnover Intention

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## Abstract

This research is a human resource analysis study, especially studies on employees of Warung SS Purwokerto. The purpose of this study is to analyze the impact of Emotional Intelligence on Job Outcomes and its impact to Turnover Intention on Warung SS Purwokerto. The samples in this study were 86 people who had been selected using purposive sampling. This study uses the analysis method of Simple Regression Analysis and Causal Step Method. Hypotheses indicate that emotional intelligence directly affects job satisfaction, organizational commitment and Turnover Intention, then job satisfaction and organizational commitment affects Turnover Intention, next job satisfaction and organizational commitment affect the effect of emotional intelligence on Turnover Intention. The implications of this study indicate that Turnover Intention affected by emotional intelligence, job satisfaction and organizational commitment. This finding will contribute to future research as an additional reference regarding the development of discussions and studies on human resource management.

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## Keywords

Emotional Intelligence, Job Satisfaction, Organizational Commitment, Turnover Intention.

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## INTRODUCTION

Turnover intention is a phenomenon that cannot be avoided in an enterprise environment among other phenomena. This phenomenon is able to provide positive and negative issues for the company and the employees themselves, which of course can cause harm to both of company. Emotional intelligence is one of the predictors of turnover intention. The level of emotional intelligence (EI) of employees refers to their own perception about their own emotional skills and abilities, personality traits and behavior that help them in managing themselves according to environmental pressure and demands.

According to the affective events theory (AET) by Weiss and Cropanzano's (1996), emotions are critically important to how employees handle workplace situations. The model states that there is a relationship between the employees' internal influences (such as emotions) and their reactions to incidents that happen during their workday that affect their performance, job commitment, and long-term job satisfaction. The theory explains that there are both

positive and negative occurrences during the workday that can affect an employee's emotions and job satisfaction. AET is about how the work environment emotionally affects workers and does not take into account any outside influences..

Companies compete to meet all the needs of employees with the aim of maintaining the organizational commitment of each employee. Opinion Porter et al. in Madi et al. (2012) organizational commitment is formed internally or a set of intentions in increasing the desire of employees to remain in the organization by accepting the goals and values of the company. This means that organizational commitment is a person's desire to remain with his organization. So, commitment to each employee is very important because with a commitment an employee can be more responsible for his work.

This problem also happened in Warung SS (Spesial Sambal), the company that engaged in culinary. Warung SS founded by Yoyok Heri Wahyono (44) was a sidewalk tent in the UGM area when it was first established in 2002, but now they already

have 83 branches in 43 cities. In Purwokerto, they have 2 branches. With that many branches, Warung SS has 3.600 employees to run their business, most of their employees are fresh graduated. So, it can increase the number of turnover intention in Warung SS, because fresh graduated employees have a tendency to move to find the right company for them, this can be caused by several factors such as feels not comfortable in the office because of their job or even with the other employees. There is the data of turnover in Warung SS in 2017:

**Table 1.1 Turnover Rate in Warung SS Purwokerto**

No	Month	Personal Number	Personal Resign	Turnover Rate
1	Januari	2993	61	2%
2	Februari	2988	43	1%
3	Maret	2969	55	2%
4	April	2929	54	2%
5	Mei	2999	50	2%
6	Juni	2994	24	1%
7	Juli	2979	104	3%
8	Agustus	2917	86	3%
9	September	2953	81	3%
10	Oktober	2937	94	3%
11	November	2880	71	2%
12	Desember	2903	13	0%
Total turnover rate during 2017			736	25%

Source : Secondary data from Warung Ss Purwokerto

Based on the data above, Warung SS has 25% turnover percentage, which is very high, because according to Gaurke (1977) in Gillies (1994), the maximum turnover rate is 10%. This can disrupt the company in running their business and causing some losses to the company. Therefore, organization needs to understand the employee turnover, more especially, the sources what defines employee turnover, effects and policies that superiors can put in place decrease turnover. High employee turnover will result in the company's productivity and ultimately affect the performance of other ((Tariq et al., 2013), Iqbal, 2010), Dysvik and Kuvaas, 2010), Budhwar et al., 2009), Ton and Huckman, 2008), Siebert, Zubanov et al., 2006)).

To keep the turnover rate of Warung SS, especially in Purwokerto not too high, it is important to know the factors that influence the employee turnover intentions, such as their satisfaction with their job, their commitment or even from themselves. So, it

can be prevented earlier and to prevent employees to leave the company by determining the factors that influence employee turnover intentions. The purpose of this study was to analyze the factors that influence turnover intentions at Warung SS Purwokerto.

This study aims to determine the effect of emotional intelligence towards job outcomes that divided into job satisfaction and organizational commitment on turnover intention in Warung SS

## LITERATURE REVIEW AND HYPOTHESES

### *Emotional Intelligence*

Emotional intelligence is one of the major parts in the human life. Because in everyday life, employees are required to think fast, responsive and sensitive to the feelings and conditions that occur in the surrounding environment. High emotional intelligence is necessary for employees where the activity is directly related to everyday life to control the emotions are not desirable as depression, anger, despair, pessimism, fear, sadness and shame. Emotional Intelligence (EI) is a psychological factor, which can increase employee's ability and performance. According to Dulewicz and Higgs (2000) research people with high level of Emotional Intelligence experiences more career success. Sy et al (2006) found that employees with high emotional intelligence are more likely to have higher levels of job performance because they are more adept at appraising and regulating their own emotions than are employees with low emotional intelligence.

Goleman (1995) has defined emotional intelligence as "the abilities such as being able to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; and to emphasize and to hope." In 1998, Goleman refined the definition of emotional intelligence to "the capacity for organizing our own feelings and those of others, for motivating ourselves, and for managing emotion well in ourselves and in our relationships" (Goleman, 1998). He applied EI as a concept in the workplace setting. Goleman presents emotional intelligence as a skill with two key areas in his emotional competence framework; "personal

competence” which represents how to manage ourselves (i.e. self-regulation, self-motivation, etc.) and “social competence” which represents how to manage relationships (i.e. empathy, and social skills) (Goleman, 1995). Emotional intelligence is a powerful psychological skill that can affect behavior and performance in important ways (Brown et al. 1997).

### **Job Satisfaction**

According to Luthans (1998), there are three important dimensions of job satisfaction: (a) it is an emotional response to a job situation. As such it cannot be seen, it can only be inferred; (b) it is often decided by how well result meet or exceed expectations; and (c) it reflects several related attitudes to the work itself, promotion opportunities, pay, supervisor and co-workers which are most important sort of a job about which people have efficient reaction. He again stated that training and skill development is one of the best ways to gain job satisfaction.

### **Organizational Commitment**

Darmawan in Sianipar and Haryanti (2014) explains that commitment means the desire of employees to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals. According to Mathis & Jackson in Nurandini, (2014) organizational commitment is a level up where employees are confident and accept organizational goals and are willing to live with the organization. Mowday et al. (1979) defines organizational commitment as, “the relative strength of an individual’s identification with, and involvement in a particular organization. This can be characterized by three factors: (i) a strong belief in and acceptance of the organization’s goals and values, (ii) a willingness to exert considerable effort on behalf of the organization, and (iii) a strong desire to maintain membership in the organization.”

The concept of organizational commitment incorporates three distinct constructs: affective, continuance, and normative commitment (Meyer and Allen (1984); Allen and Meyer (1996)). Employees with strong affective commitment remain in the organization because they want to; employees with strong continuance commitment remain because they need to; employees with strong normative commitment remain because they feel ought to do so (Allen & Meyer, 1990). Affective

commitment is defined as employee emotional attachment to, identification with, and involvement in the organization and its goals (Dunham et al. 1994). It results from and is induced by the individual’s and organization’s value congruency. As a result, it becomes almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization (O’Reilly and Chatman, 1986; Meyer and Allen, 1984; Hall et al. 1970; March and Simon, 1985).

Steers (1977) and Mottaz (1988) identified factors which help to create intrinsically rewarding situations for employees to be antecedents of affective commitment. These factors include such job characteristics as task significance, autonomy, identity, skills variety, and feedback concerning employee job performance, perceived organizational support or dependence, and the degree that employees are involved in the goal-setting and decision-making processes. Common to all of the three types of commitment is the view that commitment is a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implication for the decision to continue or discontinue membership in the organization. However, Allen and Meyer (1990) found that these three classifications of commitment are conceptually and empirically separable. Even though there appeared to be some overlap between affective and normative commitment, both were found to be relatively independent of continuance commitment.

### **Turnover Intention**

Turnover intention is defined as the intention of workers to leave their job. Turnover intention is the behavior to what extent an employee intends to quit or remain with the company (Knudsen, H. K., Johnson, J. A., & Roman, 2003). Bothma (2013) described turnover intention as the behavior to stay or leave the organization. Turnover intention is the desire of employees to voluntarily quit the organization at this time and behavior to find a new job (Thakre, 2015). Lee (2008) also explained that the turnover intention is a subjective perception of the organization’s members to quit at this time with the intention of looking for another chance. Turnover intention is an individual behavior associated with the intention to voluntarily leave the organization which can also affect the status and policies of the organization and employee productivity (Issa D. A. R. M, Faiz

A, 2013). Employees quitting the organization can be either caused by the organization itself or the employees' initiative. So, this may cause disruption in the operation process, teamwork dynamics and the company's performance. Intention to turnover may affect organization in achieving its objectives, which in turn lead to a reduction in the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization (Ayinde & Adegoye, 2012). Turnover intention seems to be reasonable prediction for actual turnover (Cho and Lewis, 2011). Turnover behavior signifies employees' voluntary movement across the membership boundary of organizations. It denotes employees' decision to depart from their organization despite having the opportunity to stay (Mossholder et al. 2005). This multistage process includes attitudinal, decisional and behavioral components (Martin and Roodt, 2008). Described as the last sequence of withdrawal cognitions in the turnover process, turnover intention (intention to quit) denotes employees' probability to quit their job in the foreseeable future (Perez, 2008). Although all turnover intentions may not lead to actual turnover behavior, employees' intention to leave represents an important outcome variable (Chang et al. 2013). According to Ajzen and Fishbein (1990), behavioral intention and actual behavior are highly correlated. In agreement with this, research has consistently shown that turnover intention is the most powerful predictor of actual turnover behavior (e.g. Bluedorn, 1982; (Firth et al. 2004; Griffeth et al. 2000; Hom and Griffeth, 1991; Mobley et al., 1978; Steel & Ovalle, 1984). Considering that turnover intention accounts for approximately nine to 25 percent of actual turnover behaviours

(Dalton et al. 1999) it is imperative that employers are cognisant of salient variables that encourage the development of turnover intentions.

**Hypotheses**

- H1. Emotional Intelligence has a positive impact on job
- H2. Emotional Intelligence has a positive impact on Organizational Commitment
- H3. Job Satisfaction has a negative impact on Turnover Intention
- H4. Organization Commitment has a negative impact on Turnover Intention
- H5. Job Satisfaction has a positive impact mediating Emotional Intelligence and Turnover Intention
- H6. Organizational Commitment has a positive impact mediating Emotional Intelligence and Turnover Intention
- H7. Emotional Intelligence has a negative impact on Turnover Intention

**METHODS**

This type of research is a case study with survey methods and questionnaires for 86 employees of Warung SS Purwokerto. Sample determination method used in this study was purposive sampling method. This research will be conducted at Restaurant Warung SS Jl. RA Wiryaatmaja, Pesayangan, Kedungwuluh, Purwokerto Barat, Jawa Tengah and Warung SS Jl. Gelora Indah 2, Mangunjaya, Purwokerto Lor, Purwokerto Timur, Jawa Tengah. The measurement scale used in this study is Likert scale type. The answer of each instrument using Likert scale with 7 scales have gradations from strongly positive to strongly negative. This study uses regression as analysis tools technique.

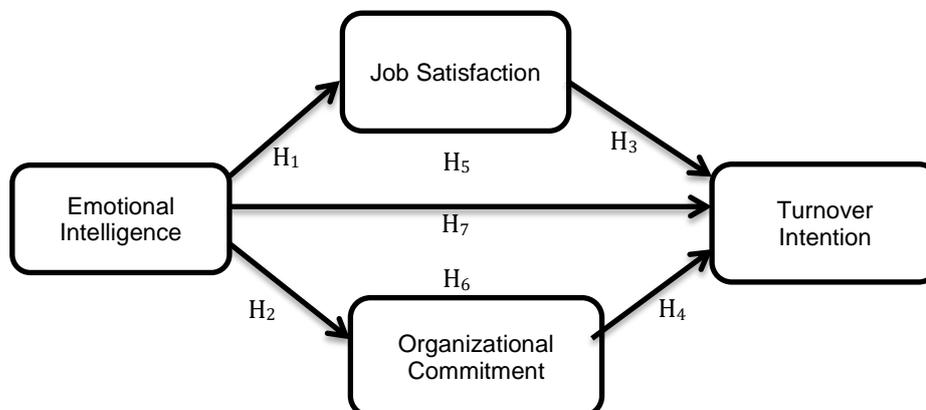


Figure 1. Research Model

**RESULTS AND DISCUSSION**

As shown in the Table 1, the result of validity and reliability test is done using discriminate analysis factor. Table 1 shows that loading factor value of each indicator of core service quality, peripheral service quality, sales

promotion, customer satisfaction, and repurchase intention variable are greater than the critical value (0.500). Therefore, all indicators of these variables are valid and it can be used as data collection instrument of this research.

**Table 1. Validity and Reliability Test**

Item	r <sub>hitung</sub>				r <sub>tabel</sub>	Result
	Emotional Intelligence	Job Satisfaction	Organizational Commitment	Turnover Intention		
1	0,513	0,580	0,593	0,913	0,361	Valid
2	0,581	0,499	0,516	0,877	0,361	Valid
3	0,373	0,577	0,417	0,863	0,361	Valid
4	0,400	0,685	0,421		0,361	Valid
5	0,397	0,696	0,472		0,361	Valid
6	0,412	0,606	0,727		0,361	Valid
7	0,423	0,712	0,737		0,361	Valid
8	0,435	0,750	0,411		0,361	Valid
9	0,363	0,594	0,565		0,361	Valid
10	0,473	0,644	0,651		0,361	Valid
11	0,540	0,721	0,423		0,361	Valid
12	0,438	0,689	0,639		0,361	Valid
13	0,786	0,582	0,620		0,361	Valid
14	0,702	0,607	0,407		0,361	Valid
15	0,573	0,609	0,472		0,361	Valid
16	0,70	0,397	0,553		0,361	Valid
17	0,374	0,481			0,361	Valid
18	0,632	0,566			0,361	Valid
19	0,552	0,573			0,361	Valid
20	0,526	0,471			0,361	Valid
21	0,462				0,361	Valid
22	0,372				0,361	Valid
23	0,396				0,361	Valid

**Classic Assumption Test**

The normality test method used is Kolmogorov Smirnov. The standardized residual value curve is said to spread normally if the Kolmogorov-Smirnov Z < Z table, or the Asymp value. Sig. (2-tailed) > α, then the data distribution spreads normally and vice versa.

Based on table 4.15, it can be seen that the significance value of the normality test results is greater than 0.05. Thus it can be concluded that all variables are normally distributed, the result summary can be seen in Table 2.

**Table 2. Normality Test**

No	Variable	Normality Test	Sig.	Result
1	<i>Unstandardized Residual</i>	0,648	0,794	Normal

To test for the existence of multicollinearity, the VIF (Variance Inflation Factor) test is used. If the VIF value of a variable exceeds 10, there is a multicollinearity problem in that variable (Supranto, 2004). Based on the test

results it can be seen that the VIF value of each variable is less than 10 and the Tolerance value is less than 1. So all variables are free from the symptoms of multicollinearity

**Table 3 Multicollinearity Test**

No	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Emotional intelligence	0,508	1,969
2	Job satisfaction	0,428	2,336
3	Organizational commitment	0,438	2,281

The linearity test method used is the MWD Test. The linearity test results can be seen in the results in table below. Based on table 4, it can be seen that the results of linearity tests

have a significance value greater than 0.05. Thus it can be concluded that the data is linear.

**Table 4 Linearity Test**

No	Variable	t <sub>hitung</sub>	Sig	Information
1	Z1	1,776	0,080	Linier

**Hypotheses Testing**

**Direct Effect**

The result of hypothesis testing is provided in Table 5.

**Table 5 Direct Effect between variables**

Variable	Job satisfaction	Organizational commitment	Turnover intention
<b>Emotional intelligence</b>	$\beta = 0,654, P < 0,05, R^2 = 0,428$	$\beta = 0,644, P < 0,05, R^2 = 0,414$	$\beta = -0,472, P < 0,05, R^2 = 0,223$
<b>Job satisfaction</b>			$\beta = -0,706, P < 0,05, R^2 = 0,498$
<b>Organizational commitment</b>			$\beta = -0,577, P < 0,05, R^2 = 0,333$

Based on table above the effect of Emotional Intelligence to Turnover Intention is supported because  $\beta = -0,472, P < 0,05$ . So, Hypothesis 1 is Supported. Next the effect of Emotional Intelligence to Job Satisfaction is supported because  $\beta = 0,654, P < 0,05$ . So, Hypothesis 2 is Supported. Then the effect of Emotional Intelligence to Organizational Commitment is supported because  $\beta = 0,644, P < 0,05$ . So Hypothesis 3 is Supported.

Next based on table above effect of Job Satisfaction to Turnover Intention is supported because  $\beta = -0,706, P < 0,05$ . So, Hypothesis 4 is Supported. Last, based on table above effect Organizational Commitment to Turnover Intention is supported because  $\beta = -0,577, P < 0,05$ . So, Hypothesis 5 is Supported.

### **Mediating Effect**

To test for the influence of mediating variables used the multivariate regression analysis method. This analysis is an extension of the regression analysis. To test the analysis of mediation variables carried out by the causal method developed by Baron and Kenny (1986). And the Product of Coefficient method was developed by Sobel (Suliyanto, 2011).

Based on the calculation, it can be seen that the direct effect of emotional intelligence on intention turnover is worth -47.2 percent, its value has decreased to -46.2 percent after the job satisfaction variable has become a mediating variable. From the calculation above shows that job satisfaction is able to give the effect of mediation (partial mediation) between emotional intelligence on turnover intention. So the hypothesis that states job satisfaction has a positive impact mediating emotional intelligence and turnover intention, is accepted.

Last, it can be seen that the direct effect of emotional intelligence on intention turnover is -47.2 percent, its value has decreased to -37.2 percent after the variable organizational commitment has become a mediating variable. From the calculation above shows that organizational commitment is able to give the effect of mediation (partial mediation) between emotional intelligence on turnover intention. So that the hypothesis that states organizational commitment has a positive impact mediating emotional intelligence and turnover intention, is accepted.

### **CONCLUSION**

Based on the results of research and discussion can be concluded as follows. First, Emotional intelligence has a negative impact on turnover intention. Second, Emotional intelligence has a positive impact on job satisfaction. Third, Emotional intelligence has a positive impact on organizational commitment. Fourth, Job satisfaction has a negative impact on turnover intention. Fifth, Organization commitment has a negative impact on turnover intention. Sixth, Job satisfaction has a positive impact mediating emotional intelligence and turnover intention. Seventh, Organizational commitment has a positive impact mediating emotional intelligence and turnover intention.

Since most of the employees in Warung SS Purwokerto are fresh graduated, which is have a tendency to move to find the right company for them, it can increase the

number of turnover intention in Warung SS Purwokerto, and it can be proven by data in 2017 that Warung SS has 25% Turnover rate. This can disrupt the company in running their business and causing some losses to the company.

To avoid that, it is important to know the factors that influence the employee turnover intentions, such as their satisfaction with their job, their commitment or even from themselves. So, it can be prevented earlier and to prevent employees to leave the company by determining the factors that influence employee turnover intentions.

As an effort to increasing their job satisfaction, based on the answer index from the employees, the manager should increasing their ability utilization, social service and technical in supervision, because employees with high job satisfaction will be happy on doing their job because they get what they expect in the organization, and it can increase their loyalty to their organization, so it can reduce their turnover intention.

As an effort to increasing their commitment, based on index answer from the employees, manager should increasing their emotionally attached, few options considering leaving this organization and "hard for leaving this organization if I want to" are the lowest average indicator. The manager should fix the problem among them to keep their employees still have commitment in the organization.

Refers to the limitations of this study, further research need to develop the research model by using the moderator variable. Reduce marginal result by increasing the respondent or distribute the data in more variative ways. Also the factors that influence turnover intention in this research consist only of three variable, there are emotional intelligence, job satisfaction and organizational commitment. While there are many other factors that could influence turnover intention. Further research also need to choose and add the number of respondents that in practically can be implemented the probability sampling method and using the other methods of data collection, such as interview and observation.

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