

# The Influence of Emotional Intelligence on Turnover Intention Through Job Satisfaction As A Mediating Variable Among Employees of PT. Mabhakti

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**Abstract:** Employee turnover intention remains one of the pressing challenges for organizations striving to maintain workforce stability. This study investigates how emotional intelligence influences employees' intention to leave, with job satisfaction positioned as a mediating factor. Grounded in the Traditional Turnover Theory, the research was conducted at PT. Mabhakti, located at Jl. Nangka No. 29, Dangin Puri Kaja, North Denpasar, Bali, Indonesia. The study involved a total of 40 employees, all of whom were included as respondents using a census or saturated sampling approach. Data collection was carried out through structured interviews and questionnaires, and the analysis was performed using path analysis via SPSS. The findings reveal that emotional intelligence negatively and significantly affects turnover intention, while it positively and significantly influences job satisfaction. Additionally, job satisfaction itself negatively affects turnover intention and plays a significant mediating role in the relationship between emotional intelligence and turnover intention. These outcomes reinforce the Traditional Turnover Theory, highlighting that emotionally intelligent employees are more likely to experience internal positive drivers—such as self-motivation and emotional resilience—that contribute to job satisfaction and, consequently, a reduced desire to leave. The study underscores the importance of fostering emotional intelligence and enhancing job satisfaction as strategic approaches to curbing turnover intention and promoting organizational stability and productivity.

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## 1. INTRODUCTION

In today's highly competitive global business landscape, human resources are increasingly recognized as a pivotal factor in achieving organizational success. Nevertheless, companies such as PT. Mabhakti a printing enterprise affiliated with Parisada Hindu Dharma Indonesia—are grappling with issues related to employee turnover intention. Initial observations at PT. Mabhakti point to declining levels of job satisfaction, as evidenced by reduced initiative, ineffective collaboration, and heightened stress stemming from demanding deadlines. These symptoms not only jeopardize overall productivity but also reflect a growing inclination among employees to exit the organization. Given that turnover intention often precedes actual resignation, it poses a substantial risk by potentially incurring significant costs and undermining organizational stability. As such, identifying the underlying factors—particularly emotional intelligence and job satisfaction is crucial for formulating effective talent retention strategies and fostering sustainable organizational performance.

**Table 1. Pre-Survey Results on PT. Mabhakti Employees**

No.	Question	Answer	
		Yes	No
1.	I once thought about quitting my job	7	3
2.	I have looked for information about other job vacancies	8	2



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3.	I plan to leave this company in the near future	5	5
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Source: Processed data (Year 2025).

Table 1 illustrates that a notable proportion of employees at PT. Mabhakti have either considered resigning or actively pursued alternative employment opportunities, reflecting a substantial degree of turnover intention within the company. When participants were asked about their immediate plans to resign, responses were evenly split—five expressed an intent to leave, while five indicated no such plans. Although balanced, the fact that 50% of respondents are contemplating resignation signals a pressing turnover risk. These findings underscore the importance of identifying the underlying causes behind employees' intentions to exit the organization.

This study draws on the Traditional Turnover Theory as a theoretical lens to interpret the observed trends at PT. Mabhakti. The theory posits that turnover intention typically emerges from dissatisfaction, which may be triggered by internal job-related issues or external attractions such as more favorable job offers. According to Fujiana & Rahardja (2016), employees who feel satisfied and committed to their workplace are less likely to leave. Holtom and O'Neill (2006) add that job dissatisfaction often leads individuals to evaluate alternative employment options, and resignation occurs when those alternatives appear more desirable.

One of the key variables influencing turnover intention is emotional intelligence (EI), as emphasized by Hernawaty (2022). EI refers to the ability to perceive, understand, and manage one's own emotions and those of others (Kafiar et al., 2024). Individuals with high EI tend to be more adept at navigating social interactions and coping with occupational stress (Wibawa et al., 2022). Foundational elements such as self-regulation, intrinsic motivation, emotional control, and frustration tolerance play a significant role in enhancing both performance and efficiency (Goleman, 2007).

Emotional intelligence also entails the cognitive capacity to interpret emotional cues and apply that insight in guiding thoughts and actions (Dwiputra & Astika, 2019). Low EI, according to Ramadhan & Rohyani (2024), often correlates with poor emotional regulation and low job satisfaction, resulting in weaker performance outcomes. Dewi & Wibawa (2022) suggest that this is frequently tied to a lack of emotional awareness and the inability to empathize with others. These limitations can heighten dissatisfaction, which may ultimately increase the risk of employee turnover (Afifilchafid, 2021).

Despite numerous studies, the relationship between emotional intelligence and turnover intention remains complex. While several researchers—including Dwiputra & Astika (2019), Merida-Lopez et al. (2022), and Giao et al. (2020)—report a negative correlation, indicating that higher EI is associated with lower turnover intention, others such as Saputro (2016), Surahman (2023), and Guifang et al. (2020) argue that enhanced emotional clarity might prompt turnover, especially when there's a perceived mismatch between employee capabilities and workplace realities.

Alongside emotional intelligence, job satisfaction is widely acknowledged as a pivotal factor in reducing turnover intention (Pistariasih & Adnyani, 2022). Defined as a positive emotional evaluation of one's job—covering aspects like compensation, work environment, relationships, and growth opportunities—job satisfaction promotes employee retention (Dahlia & Putra, 2022; Widyatmika & Riana, 2020). Aprillyani & Surya (2021) describe it as an emotional reflection of job characteristics. Organizations that actively foster satisfaction tend to see improved loyalty and lower attrition (Irfad et al., 2021). Moreover, Deswarta et al. (2021) highlight that satisfied workers typically exhibit stronger commitment, punctuality, and motivation.

Considering the practical challenges faced by PT. Mabhakti and the academic gaps surrounding the interrelationship among emotional intelligence, job satisfaction, and turnover intention, this study is directed toward examining: "The Effect of Emotional Intelligence on Turnover Intention with Job Satisfaction as a Mediating Variable Among Employees of PT. Mabhakti."

## 2. RESEARCH METHODS

This research employs a quantitative method with an associative-causal design to examine the influence of emotional intelligence on turnover intention, with job satisfaction serving as a mediating factor. The study was conducted at PT. Mabhakti, Denpasar, Bali, selected due to the observable issue of high turnover intention among employees—believed to be driven by emotional strain and low levels of job satisfaction. The analysis is centered around three key variables: emotional intelligence (X), job satisfaction (Z), and turnover intention (Y).

All 40 employees of PT. Mabhakti formed the research population, and a saturated sampling technique was used to include every individual in the study. Data were gathered through online questionnaires and structured interviews, measured using a Likert scale. The research instruments met both validity and reliability criteria, as shown by Cronbach's Alpha values exceeding 0.895, indicating excellent internal consistency. The data combined quantitative input from survey scores and qualitative perspectives derived from employee responses, supported by both primary and secondary sources.

The analytical process involved path analysis, enhanced by classical assumption tests such as normality, multicollinearity, and heteroscedasticity. Additionally, the Sobel test was used to assess the mediating role of job satisfaction in the relationship between the independent and dependent variables. This methodological framework allowed for the exploration of both direct and indirect pathways.

By interpreting the resulting coefficient values, the study was able to determine the significance of each relationship and establish whether job satisfaction fully mediates, partially mediates, or does not mediate the effect of emotional intelligence on turnover intention. This analysis provides a deeper understanding of the dynamics at play within the organizational context of PT. Mabhakti.

## 3. RESULTS AND DISCUSSION

### Path Analysis Test

**Table 2. Results of Path Analysis of Regression Equation 1**

Model	Understood Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,055	1,377		2,945	0.005
Emotional Intelligence	0.808	0.091	0.821	8,881	0,000
R <sup>2</sup> : 0.675					
a. Dependent Variable: Job Satisfaction					
b. Predictors: (Constant), Emotional Intelligence					

Source: (processed data), 2025

The outcome of the path analysis presented in Table 2 can be expressed through the following equation:

$$Z = \beta_2 X$$

$$Z = 0.821X \quad (1)$$

This result indicates that the emotional intelligence variable holds a coefficient value of 0.821, signifying a positive correlation between emotional intelligence and job satisfaction. In other words, as employees' emotional intelligence increases, their level of job satisfaction also tends to rise.

**Table 3. Results of Path Analysis of Regression Equation 2**

Model	Understood Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19,848	1,236		6,056	.000
Emotional Intelligence	-0.284	0.129	-0.331	2,200	0.034
Job satisfaction	-0.488	0.131	-0.560	3,716	0.001
R <sup>2</sup> : 0.727					
a. Dependent Variable: Turnover Intention					
b. Predictors: (Constant), Emotional Intelligence, Job Satisfaction					

Source: (processed data), 2025

#### Path Diagram Interpretation

##### 1. Direct Effects

Direct influence refers to the effect exerted by one variable on another without the presence of a mediating variable.

- a) Emotional Intelligence (X) → Turnover Intention (Y):  $\beta_1 = -0.331$
- b) Emotional Intelligence (X) → Job Satisfaction (Z):  $\beta_2 = 0.821$
- c) Job Satisfaction (Z) → Turnover Intention (Y):  $\beta_3 = -0.560$

##### 2. Indirect Effect

An indirect effect occurs when a mediating variable is involved in the relationship between two variables. The indirect impact of emotional intelligence on turnover intention through job satisfaction is calculated as:

$$\begin{aligned}
 \text{Indirect Effect} &= \beta_2 \times \beta_3 \\
 &= (0,821) \times (-0,560) \\
 &= -0,460 \dots \dots \dots (3)
 \end{aligned}$$

##### 3. Total Effect

The total influence of emotional intelligence on turnover intention, including both direct and mediated paths, is computed as:

$$\begin{aligned}
 \text{Total Effect} &= \beta_1 + (\beta_2 \times \beta_3) \\
 &= (-0,331) + (0,821 \times -0,560) \\
 &= -0,791 \dots \dots \dots (4)
 \end{aligned}$$

#### Calculation of Error Variables and Coefficient of Determination (R<sup>2</sup>)

To construct the final model path diagram, standard error values (e<sub>1</sub> and e<sub>2</sub>) must be determined using the following formulas:

$$e_1 = \sqrt{1 - R^2}$$

$$e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,675} = 0,570 \dots \dots \dots (5)$$

$$e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,727} = 0,522 \dots \dots \dots (6)$$

Next, the overall model's coefficient of determination ( $R^2_m$ ) is calculated:

$$\begin{aligned} R^2_m &= 1 - (Pe_1)^2 (Pe_2)^2 \\ &= 1 - (0,570)^2 (0,522)^2 \\ &= 1 - (0,325) (0,273) \\ &= 0,911 \dots \dots \dots (7) \end{aligned}$$

This value signifies that 91.1% of the variability in turnover intention is explained by emotional intelligence and job satisfaction. The remaining 8.9% is influenced by other unobserved factors.

### Simultaneous Testing (F-Test Result)

The F-test reveals a significance level of 0.000, which is lower than the alpha threshold of 0.05. This confirms that emotional intelligence and job satisfaction collectively have a significant impact on turnover intention.

### Partial Effect Analysis (t-Test Results)

#### a) Emotional Intelligence → Turnover Intention

1.  $H_0$ : Emotional intelligence does not significantly reduce turnover intention.
2.  $H_1$ : Emotional intelligence significantly reduces turnover intention.

Result: With a p-value of 0.034 and  $\beta = -0.331$ , the null hypothesis is rejected, supporting that emotional intelligence has a statistically significant negative effect on turnover intention.

#### b) Emotional Intelligence → Job Satisfaction

1.  $H_0$ : Emotional intelligence does not significantly enhance job satisfaction.
2.  $H_1$ : Emotional intelligence significantly enhances job satisfaction.

Result: The p-value of 0.000 and  $\beta = 0.821$  confirm a significant positive relationship.  $H_0$  is rejected in favor of  $H_1$ .

#### c) Job Satisfaction → Turnover Intention

1.  $H_0$ : Job satisfaction does not significantly reduce turnover intention.
2.  $H_1$ : Job satisfaction significantly reduces turnover intention.

Result: The p-value of 0.001 and  $\beta = -0.560$  indicate a statistically significant negative relationship. Thus,  $H_1$  is accepted.

**Table 4. Direct Influence, Indirect Influence, and Total Influence of Emotional Intelligence (X), Job Satisfaction (Z), and Turnover Intention (Y)**

Influence of Variables	Direct Influence	Indirect Influence	Total Influence
XY	-0.331	-0.460	-0.791
XZ	0.821	-	0.821
ZY	-0.560	-	-0.560

Source: processed data, 2025

## Classical Assumption Test

### 1) Normality Test

**Table 5. Results of the Normality Test for Regression Equation 1**

	Unstandardized Residual
N	40
Kolmogorov-Smirnov	0.138
Asymp.Sig. (2-tailed)	0.052

Source: (processed data), 2025

The Kolmogorov-Smirnov (KS) test yields a value of 0.138, with an Asymp. Sig. (2-tailed) result of 0.052. Since the significance value exceeds the standard alpha level of 0.05, it suggests that the residuals of the regression model are normally distributed.

**Table 6. Results of the Normality Test for Regression Equation 2**

	Unstandardized Residual
N	40
Kolmogorov-Smirnov	0.084
Asymp.Sig. (2-tailed)	0.200

Source: (processed data), 2025

Table 6 presents a Kolmogorov-Smirnov (KS) statistic of 0.084 and an Asymp. Sig. (2-tailed) value of 0.200. Since the significance level exceeds the alpha threshold of 0.05, it can be concluded that the residuals from both regression models follow a normal distribution.

### 2) Multicollinearity Test

**Table 7. Multicollinearity Test Results**

Variables	Tolerance	VIF
Emotional Intelligence	0.325	3,076
Job satisfaction	0.325	3,076

Source: (processed data), 2025

Table 7 demonstrates that the tolerance value and Variance Inflation Factor (VIF) for the variables of emotional intelligence and job satisfaction are 0.325 and 3.076, respectively. These values indicate the absence of multicollinearity in the regression model, as both variables meet the established criteria tolerance values exceeding 0.1 and VIF values below the threshold of 10.

### 3) Heteroscedasticity Test

**Table 8. Results of Heteroscedasticity Test for Regression Equation 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,572	0.952		1,651	07

Emotional Intelligence	0.026	0.063	0.066	0.411	0.684
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Source: (processed data), 2025

8 reveals that the emotional intelligence variable has a significance value of 0.684, which is greater than the 0.05 threshold. This indicates that there is no significant effect of the independent variable on the absolute residuals. Therefore, it can be concluded that the regression model does not exhibit signs of heteroscedasticity.

**Table 9. Results of Heteroscedasticity Test for Regression Equation 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,482	0.778		1,904	.65
Emotional Intelligence	0.025	0.081	0.088	0.307	0.761
Job satisfaction	-0.011	0.083	-0.038	-0.130	0.897

Source: (processed data), 2025

The table above indicates that the significance values for the emotional intelligence and job satisfaction variables are 0.761 and 0.987, respectively. Since both values exceed the 0.05 threshold, it can be concluded that neither independent variable has a significant effect on the absolute residuals. Therefore, the regression model is free from heteroscedasticity, confirming the consistency of the variance of residuals across observations.

### Sobel Test

The Sobel test is an analysis tool used to test the significance of the indirect relationship between the independent variable and the dependent variable mediated by the mediating variable. The Sobel test is formulated with the following equation.

- a) If  $Z > 1.96$  then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.
- b) If  $Z < 1.96$  then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.

### 1) Formulating a hypothesis

Hey : Job satisfaction is not able to mediate the influence of emotional intelligence variables on turnover intention.

H1: Job satisfaction can mediate the influence of emotional intelligence variables on turnover intention.

### 2) Testing criteria

- a) If  $Z$  is calculated (absolute  $Z$  value standard)  $\leq 1.96$ , then  $H_0$  accepted which means job satisfaction ( $Z$ ) is not a mediating variable.
- b) If  $Z$  is calculated (absolute  $Z$  value standard)  $\geq 1.96$ , then  $H_0$  rejected, which means that job satisfaction ( $Z$ ) is a mediating variable.

### 3) Calculating Sab and Z values

- a) The indirect standard error (indirect effect) of Sab is calculated using the following formula.

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

$$\begin{aligned}
&= \sqrt{0,560^2 0,091^2 + 0,821^2 0,131^2 + 0,091^2 0,131^2} \\
&= \sqrt{0,0026 + 0,0116 + 0,0001} \\
&= 0.120 \dots \dots \dots (8)
\end{aligned}$$

Information:

$$\begin{aligned}
a &= 0,821 \\
b &= 0,560 \\
S_a &= 0,091 \\
S_b &= 0,131
\end{aligned}$$

- b) To test the significance of the indirect effect, the Z value of the ab coefficient is calculated using the following formula.

$$\begin{aligned}
Z &= \frac{ab}{S_{ab}} \\
&= \frac{(0,821)(0,560)}{0,120} \\
&= 3,844 \dots \dots \dots (9)
\end{aligned}$$

#### 4) Providing conclusions or interpretations

The calculation that has been done obtained that the Z value is  $3.844 > 1.96$ . This result shows that the job satisfaction variable is considered to be able to mediate the influence of emotional intelligence on turnover intention.

### Discussion of Research Findings

#### The Impact of Emotional Intelligence on Turnover Intention

The analysis of the first hypothesis demonstrates that emotional intelligence has a significantly negative impact on turnover intention. This indicates that employees with a higher capacity to manage their emotions are less inclined to consider resigning. These results are consistent with the Traditional Turnover Theory, which views resignation as the result of a complex internal process rather than an impulsive decision. Emotional intelligence enhances an individual's ability to cope with stress, overcome workplace challenges, and maintain constructive social interactions—factors that contribute to greater emotional stability and reduce the desire to leave the organization.

#### The Impact of Emotional Intelligence on Job Satisfaction

Findings from the second hypothesis test show that emotional intelligence has a significant positive influence on job satisfaction. Employees with well-developed emotional intelligence skills are generally more adept at handling interpersonal relations, adapting to dynamic work environments, and maintaining a favorable perspective on their tasks. These competencies foster a stronger sense of engagement and optimism, ultimately leading to improved job satisfaction.

#### The Effect of Job Satisfaction on Turnover Intention

The third hypothesis testing confirms that job satisfaction significantly reduces turnover intention. This suggests that employees who are content with their roles are less likely to seek employment elsewhere. Aligned with the Traditional Turnover Theory, this result underscores the importance of job satisfaction as a critical factor in retaining employees. When individuals feel supported, recognized, and provided with growth opportunities, their loyalty to the organization tends to strengthen.

#### Job Satisfaction as a Mediator between Emotional Intelligence and Turnover Intention

The final hypothesis reveals that job satisfaction significantly mediates the relationship between emotional intelligence and turnover intention. In other words, emotional intelligence not only influences turnover intention directly but also does so indirectly by enhancing job satisfaction. Employees with strong emotional intelligence are more likely to form positive perceptions of their work environment, which boosts satisfaction and, in turn, reduces their inclination to leave. This finding reinforces the theoretical framework of



Traditional Turnover Theory, highlighting job satisfaction as a pivotal link connecting emotional intelligence to retention outcomes.

#### 4. CONCLUSION

- a) emotional intelligence exerts a negative and statistically significant influence on turnover intention. This finding implies that employees at PT. Mabhakti with higher emotional intelligence are less likely to develop intentions to leave the organization.
- b) A positive and meaningful relationship exists between emotional intelligence and job satisfaction. In essence, as emotional intelligence increases among PT. Mabhakti's workforce, so does their level of satisfaction with their job.
- c) Job satisfaction demonstrates a negative and significant correlation with turnover intention. This suggests that when employees experience greater satisfaction in their roles, their desire to resign from the company decreases accordingly.
- d) Furthermore, job satisfaction serves as a significant mediating factor in the relationship between emotional intelligence and turnover intention. This means that elevated emotional intelligence enhances job satisfaction, which subsequently lowers the likelihood of turnover among PT. Mabhakti employees.

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