

The Influence of Emotional Intelligence on Turnover Intention Mediated By Well-Being In Smart GPS Employees In Padang.

Mayang Ariami Adelia Rahayu^{1*}, Chichi Andriani²

^{1,2}Department of Management, Faculty of Economics and Business, Universitas Negeri Padang, Padang, Indonesia

ARTICLE INFO

Received 2 June 2024
Accepted 5 September 2024
Published 30 December 2024

Keywords:

Emotional Intelligence
Turnover Intention
Well-Being

DOI:10.24036/hrms.v4i4

ABSTRACT

This study aims to examine (1) the effect of emotional intelligence on turnover intention, (2) the effect of emotional intelligence on well-being, (3) the effect of well-being on turnover intention, and (4) the effect of emotional intelligence on turnover intention mediated by well-being. This research is causal. This study's population was all Smart GPS Padang employees, with 50 employees. The number of samples used was 50 employees taken using the total sampling technique. Data collection using a questionnaire with a Likert scale. The analysis technique was used through SmartPLS 4 software. The results of data processing in this study indicate that: (1) emotional intelligence has a negative and significant effect on turnover intention in Smart GPS Padang employees, (2) emotional intelligence has a positive and significant effect on well-being in Smart GPS Padang employees (3) well-being has a negative and significant effect on turnover intention in Smart GPS Padang employees (4) emotional intelligence has a negative and significant effect on turnover intention mediated by well-being in Smart GPS Padang employees.

How to cite: Rahayu, Mayang Ariami Adelia & Andriani, Chichi (2024). The Influence of Emotional Intelligence on Turnover Intention Mediated By Well-Being In Smart GPS Employees In Padang. *Human Resource Management Studies*, 4 (4), 23-31. DOI: <https://doi.org/10.24036/hrms.v4i4>



This is an open access article distributed under the Creative Commons 4.0 Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. ©2020 by author.

* Corresponding author: e-mail: ariamiadelia@gmail.com

INTRODUCTION

Human Resources (HR) is an essential component of the company. According to the International Journal of Human Resource Management (2018), effective HR management is proven to optimize employee performance, increase job satisfaction, and promote employee welfare, which in turn, increases the company's overall productivity. One of the problems that companies often face is a high turnover rate, which can hinder the growth and sustainability of the company.

Turnover intention is a common phenomenon in the work environment that needs special attention. Wisantyo and Madiistriyatno (2015) define turnover intention as the level of employee turnover that occurs when employees leave the organization and must be replaced. Kartono (2017) adds that turnover intention is the subjective perception of organizational members to quit their jobs to find other opportunities.

Smart GPS Padang, a company engaged in the sale and management of vehicle asset monitoring services, is experiencing significant turnover problems. Data shows that in 2019-2023, 34 out of 84 employees have left the company, with annual turnover rates ranging from 7.2%-13.7%. According to Hamid et al. (2022), this figure is high because it exceeds the normal threshold of 5% per year.

Badubi (2017) identified emotional intelligence as one of the key factors that influence turnover intention. Jichul & Thomas (2016) define emotional intelligence as the ability to recognise one's own and others' feelings, and to manage emotions well in interpersonal relationships. An initial survey at Smart GPS Padang showed that many employees have difficulty in understanding and managing their own emotions as well as those of their colleagues.

Well-being also plays an important role in influencing turnover intention. Maryatmi (2021) defines well-being as a concept related to an individual's feelings about their activities in daily life. Novel and Marchyta (2021) found that high well-being tends to reduce employee turnover rates, and vice versa.

Research by Brunetto et al. (2012) shows that well-being acts as a mediator between emotional intelligence and turnover intention. High emotional intelligence helps employees manage stress and emotions better, which improves well-being in the workplace. Avey et al. (2019) also confirmed that emotional intelligence is one of the key factors that influence turnover intention.

Although several studies have examined the relationship between emotional intelligence, well-being and turnover intention separately, there is limited research exploring the relationship between these three variables simultaneously, particularly in the context of the technology industry in Indonesia. This prompted further research to understand the dynamics of the relationship among Smart GPS Padang employees.

LITERATURE REVIEW

This research is based on the Bar-On Emotional-Social Intelligence Model proposed by Reuven Bar-On (2006). This theory states that emotional and social intelligence involves a person's ability to recognise, manage and express emotions as well as establish good social relationships. According to Bar-On, emotional intelligence includes not only self-understanding, but also skills in interacting and dealing with the challenges of daily life. This ability enables individuals to cope with stress, pressure and change in the workplace, ultimately contributing to well-being and reducing turnover intention.

The ability to manage emotions helps individuals lower stress levels, improve social relationships and maintain mental well-being. In the context of the workplace, emotional intelligence is an important factor in reducing turnover intention and improving employee well-being, especially in the face of high work pressure.

Turnover Intention

Turnover intention refers to the tendency or intention of an employee to voluntarily leave his or her job in an organisation. The term 'intention' means intention or desire, while 'turnover' refers to employee turnover, which is an index of job stability (Supriadi et al., 2021). This reflects a situation where an employee already has an intention to stop working, which comes from himself, although it has not yet reached the realisation stage (Subakti et al., 2024). According to Manopo et al. (2023), turnover intention is a common problem faced by companies, where employees feel like changing jobs for various reasons. Surahman (2024) states that turnover intention reflects how likely a person is to look for new job opportunities. Hamid et al. (2022) added that the decision to change jobs is often made when employees feel that their working conditions are not in line with expectations. Thus, turnover intention is an important indicator of labour stability and affects company operations.

Turnover intention indicators include several important aspects, which are described by Ike et al. (2023). First, Subjective Social Status refers to employees' perceptions of their position in the social

hierarchy at work. Second, Organisational Culture Factors include values, beliefs, and practices that shape the work environment. Third, Personal Orientation Factors involve individual characteristics such as personality, values, and career aspirations. Next, Expectations reflect employees' expectations about various aspects of their job, including salary, responsibility, and skill development. Finally, Career Growth refers to professional development opportunities and advancement within the organisation.

Factors that influence turnover intention include emotional intelligence and well-being. Avey et al. (2019) state that emotional intelligence is one of the key factors that influence employee turnover intention. Yuda and Ardana (in Novel and Marchyta, 2021) explain that turnover can be caused by many factors, but employee well-being is often the most significant cause. Employees with high well-being tend to have lower turnover, while low well-being is often associated with higher turnover rates.

Emotional Intelligence

Emotional intelligence refers to the ability to sense, understand and manage one's own emotions and relationships with others. It involves being aware of emotions in oneself and others and using this awareness to guide thinking and behaviour. Individuals with emotional intelligence can motivate themselves, read social cues, and build strong relationships (Frothingham, 2024). For example, happy emotions can change a person's mood, seen through laughter, while sad emotions can make a person cry. According to Abidin & Sunarto (2023), emotional intelligence includes the ability to control oneself, resilience when facing problems, motivate oneself, and build relationships with others. Individuals with high emotional intelligence tend to have better control over negative thoughts and emotions and are able to adapt in their careers, which is important for achieving success in the workplace (Mittal, 2020). Thus, emotional intelligence is the ability to manage emotions, motivate oneself, and foster relationships and empathy for others, which allows individuals to adapt well in a dynamic work environment.

Emotional intelligence indicators include several aspects that are important for understanding this ability. First, awareness of one's own emotions, which refers to the ability to accurately understand and realise the range of emotions felt in various situations. Second, awareness of others' emotions, which refers to the ability to understand and assess the emotions felt by others. Next, self-emotion management includes the ability to effectively manage and direct emotions in a constructive way. Finally, management of others' emotions refers to the ability to positively influence and regulate the emotions of others. These indicators were developed by Jordan & Lawrence (2009).

Well-Being

Well-being is a term that emerged from the development of positive psychology, describing the state of well-being of individuals or groups in various fields (Faturchman et al., 2012). Ryan & Deci (2018) mentioned that well-being includes optimal psychological experience and function. According to Majors et al. (2018), well-being is a condition in which individuals feel their lives holistically, including physical, mental, and social aspects. Overall, well-being includes positive emotions, involvement in activities, good relationships, meaning of life, and achievement.

Well-being indicators include several important interrelated aspects. Firstly, spirituality relates to religious practices and personal reflections that help individuals find meaning and purpose in life, providing hope and resilience in the face of challenges. Secondly, social relationships include the quality of interactions with family, friends, and wider social networks, which are critical to supporting individual well-being. Next, basic needs include access to nutritious food, clean water, safe shelter, and education, which are fundamental elements for healthy survival. Finally, acceptance refers to an individual's ability to accept oneself and life situations without judgement, which contributes to a positive mental state. All of these indicators are outlined by Maulana et al. (2019). Emotional intelligence plays an important role in improving well-being, as expressed by Melita (2023). Emotional intelligence helps individuals improve

self-awareness, self-regulation, empathy, and manage stress, thus supporting employees' mental and physical health.

Hypothesis

According to Sugiyono (2013), a conceptual framework is a theoretical structure that outlines the relationship between the independent variable and the dependent variable to be observed or measured in the research. The conceptual framework for this research is:

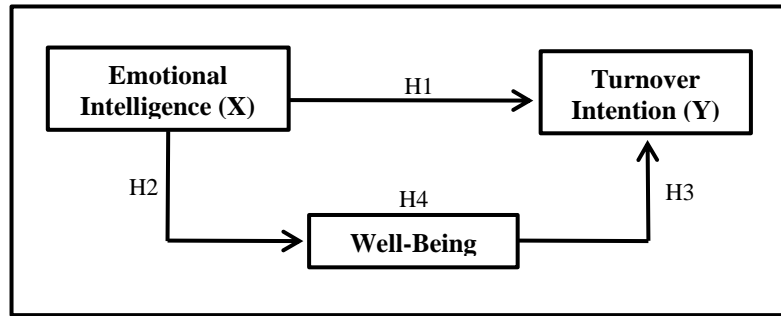


Image 1 Conceptual Framework

Based on the conceptual framework, the hypotheses obtained are:

- H1: emotional intelligence negatively affects turnover intention
- H2: emotional intelligence has a positive effect on well-being
- H3: well-being negatively affects turnover intention
- H4: well-being mediates the effect of emotional intelligence on turnover intention

METHOD

This study is a causal study that investigates the effect of emotional intelligence on turnover intention, with well-being as a mediating variable, in Smart GPS Padang employees. The population of this study were all 50 employees of Smart GPS Padang. This study uses a total sampling technique, meaning that the entire population of 50 employees is used as a research sample. Data were collected through a questionnaire designed based on a Likert Scale. The analysis was carried out using SmartPLS 4 software to test the relationship between the variables studied. Define the population and the methods of sampling.

RESULT AND DISCUSSION

This study used SmartPLS 4 software for data analysis. SmartPLS is a statistical tool used for partial least squares-based structural equation modelling (PLS-SEM). The analysis includes two main techniques: descriptive analysis and inferential statistical analysis. The measurement model (or outer model) is used to evaluate the validity and reliability of the model. This model defines the relationship between each dimension block and its latent variables. For reflexive indicators, the measurement model is assessed using convergent validity, discriminant validity, and composite reliability of the indicator blocks (Ghozali, 2014).

Validity Test

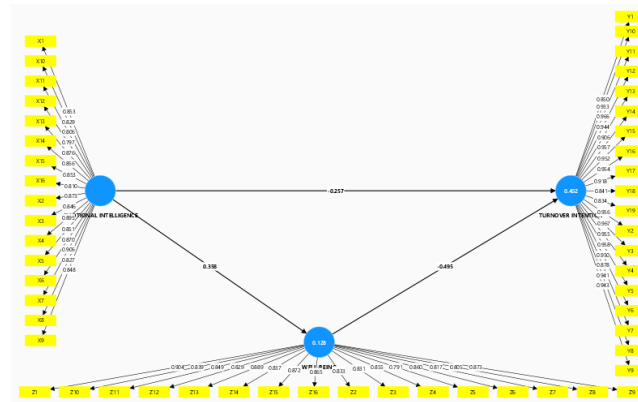


Image 2 Outer Loading

The validity test indicates that all indicators are valid, as each has a loading factor value greater than 0.7, demonstrating that the outer model has strong convergent validity. Another method for assessing convergent validity is by examining the Average Variance Extracted (AVE) value. A construct is considered valid if the AVE value is greater than 0.5.

Table 1 Result of Analysis of Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Emotional Intelligence	0,723
Turnover Intention	0,860
Well-Being	0,718

Source: Processed primary data (2024)

Reliability Test

Data reliability is confirmed if the composite reliability and Cronbach's alpha values are greater than 0.7. Based on the table below, since the Cronbach's alpha and composite reliability values for all exceed 0.7, it can be concluded that all constructs in the estimated model are reliable and meet the established standards.

Table 2 Composite Reliability Analysis Results and Cronbach's Alpha

	Cronbach's alpha	Composite reliability(rho_a)
Emotional Intelligence	0,974	0,978
Turnover Intention	0,991	0,992
Well-Being	0,974	0,981

Source: Processed primary data (2024)

Hypothesis Testing

The structural model test aims to assess the relationships between variables, significance values, and the R-Square of the research model. Evaluation of the structural model involves examining the R-Square for the dependent constructs, t-tests, and the significance of the structural path parameters. Using

the SmartPLS 4 application, the R-Square values are as follows: The R-Square for the turnover intention variable is 0.402, indicating that 40.2% of the variance in turnover intention can be explained by emotional intelligence and well-being as mediators. For the well-being variable, the R-Square is 0.128, showing that 12.8% of the variance in well-being as a mediating variable is influenced by emotional intelligence.

Table 3 R-Square Analysis Results

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Turnover Intention</i>	0,402	0,377
<i>Well-Being</i>	0,128	0,110

Source: Processed primary data (2024)

Table 4 Results of Inner Model Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Emotional Intelligence -> Turnover Intention</i>	-0,257	-0,264	0,130	1,977	0,048
<i>Emotional Intelligence -> WellBeing</i>	0,358	0,378	0,131	2,741	0,006
<i>WellBeing -> Turnover Intention</i>	-0,495	-0,496	0,125	3,968	0,000

Source: Processed primary data (2024)

Based on the table 4, the following result are obtained:

- Hypothesis Testing 1: Emotional Intelligence on Turnover Intention.**
 The results of the first hypothesis test show that the emotional intelligence variable has a t value of 1.977 which exceeds the predetermined t table value (1.96). This indicates a significant effect of emotional intelligence on turnover intention. In addition, the path coefficient of -0.257 shows that emotional intelligence has a negative influence on turnover intention. This means that the higher the emotional intelligence of employees, the lower their intention to leave the organisation. Conversely, if emotional intelligence is low, then exit intention tends to increase. A number of studies have found that emotional intelligence has a significant effect on turnover intention. (Brunetto et al., (2012); Giao et al., (2020); Mishra & Bhatnagar (2018); Meisler (2013); Mohammad et al., (2014).
- Hypothesis Testing 2: Emotional Intelligence on Well-Being.**
 The results of the second hypothesis test show that the calculated t value of 2.741 exceeds the predetermined t table value (1.96). This shows that there is a significant influence between emotional intelligence on well-being. With a path coefficient of 0.358, it can be concluded that emotional intelligence has a positive influence on well-being. This means that the higher the emotional intelligence of employees, the higher the well-being they experience. This research is in line with research conducted by Akhtar et al., (2017); Melita, (2023); Clarke et al., (2016); Bustamante et al., (2019); Chen. Y, et al., (2016); Nanda, (2020); Sudibjo & Sutarji, (2020).
- Hypothesis Testing 3: Well-Being on Turnover Intention.**
 The results of the third hypothesis test show that the calculated t value is 3.968 which exceeds the predetermined t table value (1.96). This indicates a significant influence between well-being on turnover intention. With a path coefficient of -0.495, it can be concluded that well-being has a negative influence on turnover intention. In other words, the higher the level of well-being of employees, the lower their intention

to leave the organisation. Conversely, if well-being is low, then the intention to leave tends to increase. A number of studies have found that well-being has a significant influence on exit intention. (Brunetto et al., 2012; Akhtar et al., 2017; Watoni & Suyono 2020).

Tabel 5 Calculation of Indirect Variable Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EI -> WB -> TI	-0,177	-0,185	0,078	2,272	0,023

Source: Processed primary data (2024)

Information regarding the t-statistics for this calculation is presented in Table 5 below: The results show that the coefficient of the mediating variable for the mediating effect between emotional intelligence (EI) and turnover intention (TI) through well-being (WB) has a t-statistic of 2.272, exceeding the established significance threshold of 1.96. This shows that emotional intelligence significantly affects turnover intention through welfare. The higher the emotional intelligence of employees, the greater their well-being, which reduces their intention to leave the organisation. Conversely, low emotional intelligence can decrease well-being and increase turnover intention. This research is in line with research conducted by Akhtar et al. (2017); Brunetto et al. (2012).

CONCLUSION

This study aims to examine the effect of emotional intelligence on turnover intention through well-being as a mediating variable among employees of Smart GPS Padang. The analysis was conducted using SmartPLS version 4. Based on the analysis and discussion in the previous sections, the following conclusions can be drawn:

1. There is a direct, negative, and significant effect of emotional intelligence on turnover intention among employees of Smart GPS Padang. This means that as the level of emotional intelligence increases, the intention of employees to leave the company decreases.
2. There is a direct, positive, and significant effect of emotional intelligence on well-being among employees of Smart GPS Padang. This indicates that the higher the emotional intelligence of employees, the better the well-being experienced by employees at Smart GPS Padang.
3. There is a direct, negative, and significant effect of well-being on turnover intention among employees of Smart GPS Padang. This implies that as employee well-being improves, turnover intention decreases.
4. There is an indirect (mediating), negative, and significant effect of emotional intelligence on turnover intention through well-being as a mediating variable among employees of Smart GPS Padang. This suggests that high emotional intelligence enhances employee well-being, which in turn reduces employees' intention to leave the company.

REFERENCES

- Abidin, A.Z. and Sunarto, A. (2023) 'Pengaruh Kecerdasan emosional, Beban Kerja, Dan Kualitas Kehidupan Kerja Terhadap turnover intention Pada pt. Resolusi Angkasa Raya kota Tangerang', *Jurnal Arastirma*, 3(2), p. 236. <https://doi.org/10.32493/arastirma.v3i2.29688>
- Akhtar, M. W., Ghufuran, H., & Fatima, T. (2017). The effect of emotional intelligence on turnover intentions; the role of employee well-being, engagement and perceived organizational support. *Jinnah Business Review*, 5(2), 69–80. <https://doi.org/10.53369/skye6894>
- Avey, J.B. et al. (2019) 'Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance', *Human Resource Development Quarterly*, 22(2), pp. 127–152. <https://doi.org/10.1002/hrdq.20070>
- Bar-On, Reuven. (2006). The Bar-On Model of Emotional-Social Intelligence. *Psicothema*. 18 Suppl. 13-25.

- Bartock, A. (2019). A study on the relationship between emotional intelligence and employee turnover. *Performance Improvement*, 58(5), 6–21. <https://doi.org/10.1002/pfi.21865>
- Brunetto, Y. et al. (2012) 'Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing', *Human Resource Management Journal*, 22(4), pp. 428–441. <https://doi.org/10.1111/j.1748-8583.2012.00198.x>.
- Chen, Y., Peng, Y., & Fang, P. (2016). Emotional intelligence mediates the relationship between age and subjective well-being. *The International Journal of Aging and Human Development*, 83(2), 91–107. <https://doi.org/10.1177/0091415016648705>
- Clarke, N., & Mahadi, N. (2016). Differences between follower and dyadic measures of LMX as mediators of emotional intelligence and employee performance, well-being, and turnover intention. *European Journal of Work and Organizational Psychology*, 26(3), 373–384. <https://doi.org/10.1080/1359432x.2016.1263185>
- Frothingham M.B (2024) Emotional intelligence (EQ): Components and examples, Simply Psychology. Available at: <https://www.simplypsychology.org/emotional-intelligence.html>
- Ghozali, I. (2014), "Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)". Edisi, 4.
- Giao, H.N. et al. (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(5), p. 1857. <https://doi.org/10.3390/su12051857>
- Guerra-Bustamante, J., León-del-Barco, B., Yuste-Tosina, R., López-Ramos, V. M., & Mendo-Lázaro, S. (2019). Emotional intelligence and psychological well-being in adolescents. *International Journal of Environmental Research and Public Health*, 16(10), 1720. <https://doi.org/10.3390/ijerph16101720>
- Hair, J. F. Jr., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 47(6), 392. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Hamid, S.W., Isyandi and Samsir (2022) 'Pengaruh Personal Resources dan workplace well being Terhadap Keterikatan karyawan dan turnover intention pada pt. Indah Kiat Pulp and paper perawang divisi logistik container', *Jurnal Sosial Humaniora Terapan*, 5(1). <https://doi.org/10.7454/jsht.v5i1.1015>
- Hermawan Prasetya, H. and Ariyanto, D. (2019) 'Pengaruh stress Kerja Dan emotional intelligence terhadap turnover intention internal auditor', *E-Jurnal Akuntansi*, 29(1), p. 356. <https://doi.org/10.24843/eja.2019.v29.i01.p23>
- Jichul Jang, R. Thomas George. 2016. The Relationship of Emotional Intelligence to Job Stress, Affective Commitment, and Turnover Intention among Restaurant employees. *International Journal of American Accounting Association*. 1(4): h: 1-5
- Kartono, K. and Hilmiana, H. (2018) 'Job burnout: A mediation between emotional intelligence and turnover intention', *Jurnal Bisnis dan Manajemen*, 19(2), pp. 109–121. <https://doi.org/10.24198/jbm.v19i2.189>.
- Khamisa, N., Peltzer, K., Ilic, D., & Oldenburg, B. (2017). Effect Of Personal And Work Stress On Burnout, Job Satisfaction And General Health Of Hospital Nurses In South Africa. *Health Sa Gesondheid*, 22, 252–258. <https://doi.org/10.1016/j.hsag.2016.10.001>
- M. Badubi, R. (2017) 'Theories of motivation and their application in organizations: A risk analysis', *INTERNATIONAL JOURNAL OF INNOVATION AND ECONOMIC DEVELOPMENT*, 3(3), pp. 44–51. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.33.2004>
- Majorsy, U. Suryani, A. Mayangsari, E et al. (2018). Faktor_Faktor_Yang_Mempengaruhi_Well_Being.
- Maryatmi, A.S. (2021) *Well-being di Dunia Kerja*. <https://doi.org/10.31237/osf.io/g7ahj>
- Nanda, M., & Randhawa, G. (2020). Emotional intelligence, work-life balance, and work-related well-being: A proposed mediation model. *Colombo Business Journal*, 11(2), 1–23. <https://doi.org/10.4038/cbj.v11i2.62>
- Mayer, J. D., & Salovey, P. (1989). The intelligence of emotional intelligence. *Intelligence*, 17(4), 433–442. [https://doi.org/10.1016/0160-2896\(93\)90010-3](https://doi.org/10.1016/0160-2896(93)90010-3)
- Melita, N. (2023). Emotional intelligence, distancing, and learning a new skill as strategies to combat the deleterious effects of emotional labor on attorney wellbeing. *Frontiers in Behavioral Neuroscience*, 17. <https://doi.org/10.3389/fnbeh.2023.1221145>

- Meisler, G. (2013). Empirical exploration of the relationship between emotional intelligence, perceived organizational justice and turnover intentions. *Employee Relations*, 35(4), 441–455. <https://doi.org/10.1108/er-05-2012-0041>
- Mishra, S. K., & Bhatnagar, D. (2009a). Linking emotional dissonance and organizational identification to turnover intention and well-being. *Academy of Management Proceedings*, 2009(1), 1–6. <https://doi.org/10.5465/ambpp.2009.44251800>
- Mittal, S. (2020). Ability-based emotional intelligence and career adaptability: role in job-search success of university students. *Higher Education, Skills and Work-Based Learning*, <https://doi.org/10.1108/HESWBL-10-2019-0145>
- Mohammad, Falahat. Chai, Lau Teck. Aun, Law Kian. Migin, Melissa W. (2014). EMOTIONAL INTELLIGENCE AND TURNOVER INTENTION. *INTERNATIONAL JOURNAL of ACADEMIC RESEARCH*. [doi:10.7813/2075-4124.2014/6-4/B.33](https://doi.org/10.7813/2075-4124.2014/6-4/B.33)
- Ryan, R.M. and Deci, E.L. (2001) 'On happiness and human potentials: A review of research on hedonic and eudaimonic well-being', *Annual Review of Psychology*, 52(1), pp. 141–166. <https://doi.org/10.1146/annurev.psych.52.1.141>
- Sanjaya. Frengky., 2012. Peran Kecerdasan Emosional pada Stres Kerja. *Jurnal Dinamika Manajemen*. 3(2): h: 155-163
- Seligman, Martin. (2018). PERMA and the building blocks of well-being. *The Journal of Positive Psychology*. 13. 1-3. <https://doi.org/10.1080/17439760.2018.1437466>
- Singh, A. Chawla, C. Sethi, S et al. (2024). Work-Life Balance Policies: Impact on Employee Well-being and Organizational Effectiveness. *Journal of Informatics Education and Research*. 1526-4726.
- Subakti, A., Syahrizal, A.I. and Kurniawan, E.D. (2023) 'Analisis Penyebab turnover intention Karyawan Pada perusahaan Dalam novel resign Karya Almira bastari', *Jurnal Manajemen Kreatif dan Inovasi*, 2(1), pp. 251–260. <https://doi.org/10.59581/jmki-widyakarya.v2i1.2187>
- Sudibjo, N., & Sutarji, T. (2020). The roles of job satisfaction, well-being, and emotional intelligence in enhancing the teachers' employee engagements. *Management Science Letters*, 2477–2482. <https://doi.org/10.5267/j.msl.2020.4.002>
- Supriadi, K. Trang, I. Rogi, M et al. (2021). Analisis Faktor-Faktor Yang Menyebabkan Turnover Intention Di Pt. Sinar Galesong Prima Cabang Boulevard Manado Analysis Of Factors That Cause Turnover Intention At Pt. Sinar Galesong Prima Branch Boulevard Manado. *Universitas Sam Ratulangi*. 9(3). pp. 1215-1224.
- Surahman, M. (2023) 'Hubungan Kecerdasan emosional Dengan turnover intention', *Bisman (Bisnis dan Manajemen): The Journal of Business and Management*, 6(2), pp. 468–479. <https://doi.org/10.36815/bisman.v6i2.2836>
- Wisantyo, & Madiistriyatno. (2015). Pengaruh stres kerja, disiplin kerja dan kepuasan kerja terhadap turnover intention. *Jurnal Mix*, Volume V no.1, 54-69.
- Wood, G. et al. (2018) 'International Journal of Human Resource Management (IJHRM) special issue on: International human resource management in contexts of high uncertainties', *The International Journal of Human Resource Management*, 29(7), pp. 1365–1373. <https://doi.org/10.1080/09585192.2018.1477547>
- Xu, X., Pang, W., & Xia, M. (2020). Are emotionally intelligent people happier? A meta-analysis of the relationship between emotional intelligence and subjective well-being using Chinese samples. *Asian Journal of Social Psychology*, 24(4), 477–498. <https://doi.org/10.1111/ajsp.12445>