



The Effects of Emotional Intelligence, Perceived Organizational Support, and Workplace Stress on Turnover Intention

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Abstract. This study analyses the effect of emotional intelligence and perceived organizational support on the level of turnover intention with workplace stress as a mediating variable. The samples in this study were 121 employees at an energy company in Indonesia through online questionnaires. The data analysis and hypothesis testing in this study used LISREL and SPSS software. The results of this study indicate that directly or indirectly, emotional intelligence and perceived organizational support are known in this study to have a significant effect on turnover intention mediated by workplace stress. Emotional intelligence and perceived organizational support have a negative influence on workplace stress and turnover intentions. Also, workplace stress has a negative influence on turnover intentions.

Keywords: Emotional Intelligence · Perceived Organizational Support · Turnover Intentions · Workplace Stress

1 Introduction

The development of the era that has entered the industrial era 4.0 or the era of digitalization and the Corona Virus Disease (Covid-19) pandemic that broke out in early 2020 also affected the turnover rate. The Covid-19 pandemic has affected people's economic activities. Indonesia's economic growth weakened by -3.0% year on year [1]. However, Indonesian household consumption experienced an increase in the second and third quarters of 2021, namely 5.96% and 1.03%, respectively [2]. The increasing consumption needs must be supported by people's income. Because of that, employees are asked to reduce their salaries temporarily to help ease the company's financial burden [3]. Salary or pay that is part of compensation and benefits, is one of the reasons employees or workers turn over [4]. The reasons employees or workers decide to turnover can range from not being able to adjust to company culture or seeking better compensation [4].

Turnover is usually indicated by employee turnover intention. Turnover intention is a process that occurs before employees decide to leave the company. Turnover intention is a subjective picture of the possibility that an employee will leave his job within a certain time [5]. This turnover intention has several related factors like fairness

among employees, organizational citizenship behavior, and other interventions such as perceived organizational support [6].

Perceived organizational support has a relationship with employee turnover intention, because basically the relationship between the organization and employees is a reciprocal process, so if employees get support from the organization for their performance, employees will also provide good performance for the organization as well. The relationship between the organization and its employees is a relationship of mutual gratification which is in line with social theory. Perceived organizational support is usually associated with fairness in the workplace which will affect the employee's performance [7]. When the organization does not provide appropriate support for employees, then employees will tend to experience a decrease in employee performance, job satisfaction, employee desire to leave the organization, and pressure (work stress) on employees.

Workplace stress is not only triggered by a lack of support from the organization (such as fairness and working conditions) but it can also be triggered by emotional and physical exhaustion. Workplace stress can also cause social exhaustion which is an indication of a lack of employee well-being. Besides being able to trigger work stress, the low level of perceived organizational support in the organization can also trigger psychological pressure on employees. Physical and emotional fatigue due to work stress and psychological pressure can be minimized by the presence of a high level of emotional intelligence in an employee [8]. The dimension that is often used in research is the dimension according to Caplan et al., workload (WL); role conflict (RC); role ambiguity (RA); utilization of skills (UOS) [9].

Emotional intelligence has a positive correlation with organizational justice but has a negative correlation with the turnover intention [10]. Individuals who have high emotional intelligence will tend to stay in their jobs while individuals with low emotional intelligence will tend to give up easily on their work and increase the level of employee desire to leave their jobs [11]. Emotional intelligence will also affect how a person perceives the support he has received from his organization. Dimensions that are often used in studies are four dimensions, self-emotional appraisal (SEA); other's emotional appraisal (OEA); regulation of emotion (ROE); use of emotions (UOE) [12].

Based totally on the consequences of this description, studies on turnover purpose, in particular the impact of emotional intelligence and perceived organizational assistance on the turnover aim at the place of job pressure as a mediating variable. The results of this study are expected to provide useful information to create a work environment that can suppress and anticipate the magnitude of employee turnover and can assist organizations in determining the right strategy for employee development.

2 Method

This study collected information from employees at energy companies in Indonesia through a questionnaire. One of the energy sector companies experienced turnover with turnover rates in 2019 and 2020 of 1.8% and 3.85%. Gas power energy sources will be the backbone of national energy until 2050 [13]. Individuals voluntarily responded to the questions on an anonymous basis. At the time of the survey, there had been 121 personnel at those companies. The size model and the structural model were examined

by using SPSS Lisrel (version eight. Eight). The questionnaire consisted of four parts. The emotional intelligence measurement scale evolved by means of Wong and law is based on the four dimensions of the capability version of emotional intelligence and has sixteen gadgets on a Likert-kind scale [14]. The dimensioning device for perceived organizational assistance was followed from the paintings of Eisenberger et al. [15]. Part 3 measures workplace stress, identified workload, role conflict, role ambiguity, and utilization of skills were developed to measure workplace stress of field employees by Chen et al. [16]. Part 4 measures employee turnover intention. Employee turnover aim has been identified as a strong predictor of real turnover [17]. Measurement questions for worker turnover aim were followed by Shen and Huang [18].

3 Result and Discussion

The results of the size model carried out are summarized in Table 1 by using a reliability test. The reliability test was carried out with Composite Reliability (CR) and Variance Extracted (VE) values on each construct. If the value of CR 0.7 and VE 0.5, it can be said that the model used is reliable.

Based totally on structural equation modelling, the results of the estimated version are present in Table 2 with standardized direction coefficients. The bootstrap module in Lisrel gives the choice to check the t-fee and standardized coefficient. Table 2 lists the standardized coefficient and t-value of the indirect and direct emotional intelligence and perceived organizational support on turnover intentions. The t-value between variables will have significant results and meet the hypothesis if this value is greater than 1.96 on the specified t-table value.

The direct effect of emotional intelligence and perceived organizational assistance on turnover intentions is huge, as additionally indicated in Table 2. Oblique impact of

Table 1. Composite Reliability (CR) and Variance Extracted (VE) analysis

Construct (Cronbach's alpha)	CR	VE
Emotional Intelligence		
Self-emotion awareness (SEA)	0.834	0.962
Other's emotional awareness (OEA)	0.848	0.965
Use of emotions (UOE)	0.826	0.959
Regulation of emotions (ROE)	0.843	0.964
Perceived Organizational Support	0.763	0.991
Workplace Stress		
Workload (WL)	0.732	0.980
Role Conflict (RC)	0.774	0.969
Role Ambiguity (RA)	0.783	0.970
Utilization of Skills (UOS)	0.877	0.985
Turnover Intention	0.865	0.975

Table 2. Indirect and direct effect of research variable

Hypothesis	t-value	Standardized Coefficient	Description
EI → WS	-4.97	-0.54	Significant
POS → WS	-3.14	-0.30	Significant
EI → TI	-2.79	-0.19	Significant
POS → TI	-4.09	-0.22	Significant
WS → TI	6.86	0.64	Significant
EI → WS → TI	-4.66	-0.35	Significant
POS → WS → TI	-3.01	-0.19	Significant

emotional intelligence and perceived organizational guidance on turnover intentions are also sizable.

The results of this study state that the relationship between emotional intelligence and stress at work (workplace stress) is very close because it relates to the way a person regulates their emotions [19]. The study found that employees who work with higher emotional intelligence will behave better and can control their stress and emotions. Emotional intelligence has a big terrible effect on employee place of work pressure due to the fact personnel with excessive stages of emotional intelligence generally tend to interact in emotional suppression so one can result in a decrease in worker stress levels due to their workplace conditions [19]. This is reinforced by the results of the high mean value of the use of emotions (UOE) dimension where an employee can motivate himself to help the employee reduce the level of frustration resulting from his work environment, thus making the employee's performance will increase along with the employee's ability to motivate themselves.

In another study on perceived organizational support and workplace stress, social support could simply reduce work stress [20]. More specifically, many studies on perceived organizational support also show implications for employee well-being and stress management. Stress at work is associated with many work-related conditions. The most contributing factors to growing painting pressure are bias and the absence of organizational aid [21]. Immoderate job strain arises when extra job needs or requirements are complemented through a lack of organizational help.

A direct negative relationship between perceived organizational support and two aspects of stress, namely role conflict and role ambiguity [22]. The ambiguity of responsibilities such as ambiguity or conflict of different tasks experienced by an employee is one of the roles of management to make it clearer. This is one form of support that the organization provides to its employees so that employees do not experience stress at work. In addition, perceived organizational support has also been associated with a negative relationship with workload [23].

Employees' emotional intelligence no longer handiest reduces frustration and pressure at paintings however also enables others to have much less aim to go away from the business enterprise [24]. Angry people have difficulty in assessing the emotions of others accurately [25]. Emotional stress results in a lack of confidence, self-esteem, or

motivation to reflect these limits. Employees have a tendency to focus extra on these negative feelings than doing their activity and end up physically and mentally disconnected, which leads to terrible performance and high turnover intentions [26]. Emotional intelligence can be a key element to help employees understand the emotional motives for you decide the emotional reasons for you make a decision whether to go away or live at the enterprise. Employees will be predisposed to consciousness more of these negative feelings than doing their activity and end up physically and mentally disconnected, which results in terrible overall performance and high turnover intentions [27].

The results of this study are perceived organizational support has a significant negative effect on turnover intention [28]. Employees who feel support from the company where they work will tend to perceive more positive things about their company so that it has the potential to increase the mood and affective commitment of employees at work, as well as reduce employee desire to quit their job [29]. If the management is willing to listen to the aspirations and complaints of the employees, the employees will feel that the company values their existence. If the company understands what the employees need, the employees will feel treated well by the company. Thus, employees will discourage their intention to leave the job/company.

Many researchers have found that pressure is strongly related to turnover intentions. Personnel with high ranges of stress are much more likely to depart their employer and search for different possibilities [30]. In addition, the strain will result in a lower level of organizational dedication and a higher stage of turnover purpose [31]. Based on the data that has been obtained, the workload has the highest mean value for the dimensions in the workplace stress variable. A high workload increases employee stress. The perception that workload is related to increased painting needs that physically and mentally drain employees, main them to actively remember leaving their career [31]. In addition, the effect of job ambiguity prevents employees from clearly understanding how they can do their jobs so employees feel unsure about how to achieve adequate job performance. Lack of information about job responsibilities may even seem like a way for organizations to control employees but it will actually increase employees' willingness to leave the organization [32].

The effect of organizational support on employee stress at work in this study was found to have a significant negative correlation. These results state that the higher the level of support provided by the organization, it shows that the organization cares about the level of comfort of employees with the organization and their work, so that employee stress at work can decrease and causes the intention of employees to leave the organization will decrease as well [33]. Job stress mediates perceived organizational support on employee turnover intentions where organizational support is very important to reduce employee job stress which will indirectly reduce employee turnover intentions [34].

The relationship between workplace stress and turnover intentions shows a significant positive relationship. If employees experience increased stress caused by workplace conditions, the employee desire to leave the organization will increase. The higher the level of stress caused by workplace conditions (workplace stress) will positively be associated with the level of turnover intentions of the employee [16]. Previous research also stated that workplace stress has a significant positive effect on turnover intention where

there are several triggers such as autonomy, role conflict, role ambiguity, role overload, and fairness [35].

In this study, it can be seen that the mean value of the highest workplace stress dimension is workload where it is known that in general, the trigger for high work stress experienced by employees is when they feel frustrated with their work due to the amount of work that exceeds their capacity. This is related to the condition where there is still a shortage of experts in the energy and oil and gas sectors in Indonesia so there are still many employees who receive an excessive workload which will trigger employees to leave the organization. Excessive workload will have an impact on the work-life balance of employees. Work-life balance is one of the reasons why employees leave the company [4]. If the employee has a high workload, the employee has the potential to look for another organization that has a lower workload. Therefore, the form of support that the company can provide is to pay attention to the workload of its employees to minimize the turnover rate in the company.

4 Conclusion

This study thoroughly investigates the effects of emotional intelligence and perceived organizational leadership on employee turnover purpose. Emotional intelligence and perceived organizational assistance have a considerably direct impact on turnover aim on this version. On the one hand, emotional intelligence and perceived organizational help might have an incredible impact on personnel's long-time period typical overall performance [36]. On the other hand, emotional intelligence isn't like and enhances cognitive intelligence. Four dimensions of the place of job pressure have good-sized influences on turnover aim, with better measurements of workload, function battle, role ambiguity, and usage of competencies resulting in a stronger turnover goal.

The indirect effects of emotional intelligence and perceived organization on decreasing worker turnover aim suggest that emotional intelligence and perceived organization ought to act as a unifying element in information worker turnover and function as a single huge precedent for turnover with the aid of reducing employee place of job strain. There are a few worries approximately the validity of emotional intelligence and perceived organizational size primarily based on participants' self-file [37].

The main capacity implications from the findings are that emotional intelligence must be included in the worker recruitment approach, and the control needs to provide emotional intelligence schooling and further emotional assistance to employees. The crucial aspect of direction is the way to execute them in exercising. We present a few hints beneath.

Effective emotional intelligence training for cutting-edge personnel can take many great bureaucracies, and they commonly require situations. First, the managers should be devoted to improving employees' emotional intelligence due to the fact it's miles an extended-time period technique. It is frequently stated inside the enterprise that humans are employed for their attitudes and then can be educated on the system. However regularly the on-the-hobby training is best about abilities acting specific duties, no longer approximately emotional intelligence. That could offer a reason for why some employees had the proper attitudes while hired but did not final prolonged in their feature.

Emotional intelligence must be a part of the ongoing training. Emotional intelligence interest training help employees study what emotional intelligence is and the manner emotional intelligence impacts their performance in the artwork. 2d the manager has to constantly invest resources in emotional intelligence training. Resources encompass money and time spent on outdoor or inner running shoes and paid time for employees taking part in the training packages.

Based on the results of the study, the role of co-workers and supervisors can influence work stress so organizations should provide more training for supervisors because one of the indicators of perceived organizational support is the fair role of supervisors. The form of training can be the form of training on fairness in the work environment and increasing awareness of superiors to subordinates about employee needs. In addition to supervisors, organizations also need to provide support to all employees by facilitating employees with the following, such as training to increase special skills, rewards, and benefits that are in accordance with the workload and employee achievements, career support, and respect for employees' voices.

Given the significant results of the relationship between turnover intention and workplace stress, organizations in practice should do several things to reduce work stress experienced by employees, one of which is by compiling a job desk that is in accordance with the abilities and roles of employees and the rewards that employees receive for their work. Useful to avoid an overload of work on employees and can provide space for these employees. In addition, the organization can conduct stress management training for employees so that employees can have the knowledge to control the stress they feel. Improving communication patterns to be more interactive and giving each other feedback is also one thing that organizations can do to minimize work stress. This needs to be done because if the organization has to do the recruitment it will cost quite a bit and for some organizations, this may not be possible to do. Thus, creating a comfortable and proactive work environment with staff work will be more feasible to minimize the value of turnover intention.

Greater studies might be carried out to check the proposed version in specific populations. It is viable that one-of-a-kind populations would possibly generate exceptional consequences from the ones supplied in this observation. Records collection for this observation changed to be conducted in an energy business enterprise in Indonesia, and way of life may be an element affecting how participants in this take look at spoke back to the questionnaire.

Future studies can be extended to analyze the impacts of emotional intelligence and perceived organizational aid on other antecedents to worker turnover at the strength sector. It will additionally be useful to see the lengthy-term effects of emotional intelligence and perceived organizational aid on power region employees' professional development after turnover.

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