



# The mediating role of affective commitment in the relationship between emotional intelligence and perceived organizational support on turnover intention

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## ABSTRACT

Among effective management systems, the importance of human resources is increasing. Human resource management in an organization has become one of the most important functions in a company. This study aims to test and analyse the variables that influence turnover intention with emotional intelligence and perceived organizational support through affective commitment to develop a basic theory and research model. This research uses an associative descriptive quantitative method with a sample of 195 respondents with technical purposive sampling who are PT Luhai Industrial Cikande Serang employees. Questionnaire answers were measured using an interval scale of 1 - 10. The data was analysed with the help of SmartPLS Version 4.0 software. The results showed statistically, emotional intelligence can significantly negatively affect turnover intention, perceived organizational support has no significant effect on turnover intention, emotional intelligence can significantly positively affect affective commitment, perceived organizational support can significantly positively affect affective commitment, affective commitment can significantly negatively affect turnover intention, affective commitment can mediate the effect of emotional intelligence on the turnover intention with partial mediation characteristics while affective commitment can mediate the effect of perceived organizational support on the turnover intention with full mediation characteristics.

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## 1. INTRODUCTION

Human resources are an essential component of an organization. Humans in an organization act as movers, thinkers, and planners to achieve organizational goals (Al Amin et al., 2023; Karsikah et al., 2023; Perry et al., 2023). Good human resource management is the key to achieving maximum organisational performance. Companies need qualified human resources to produce good quality work (Haryadi et al., 2021; Mulyadi et al., 2023; Putri et al., 2023). Human resources are the most valuable element in an organization because the success of the organization is highly dependent on the quality of work produced by the employees (Rahmatullah et al., 2022; Wibowo et al., 2020). However, several factors can affect turnover in an organization. Human resources must have a high commitment to the company's organization. Human resources are an essential component in

an enterprise that helps achieve the company's organisational goals (Purnamasari et al., 2023). Although high organizational commitment from human resources is highly expected, achieving organisational goals is only sometimes necessary. Companies can also benefit from a more balanced approach where employees have a reasonable level of commitment rather than requiring intense devotion. A high commitment from human resources can sometimes lead to problems such as burnout, lack of work-life balance, and resistance to change (Anshori et al., 2022; Riyanto et al., 2022).

For an organization, *turnover* is significant because it impacts costs, so in this case, the company loses talent, severance pay, completion of additional work, training and replacement, and the difference in performance between employees who leave the company and those who enter (Stamolampros et al., 2019). In addition, turnover has a significant impact on business productivity and profitability. In addition, employee turnover also results in high costs for the organization due to the process of personnel administration, recruitment, and employee selection, as well as training new employees (Imron et al., 2021). Turnover intention currently needs to be addressed for organizations and human resource management. This can lead to the loss of experienced employees, resulting in significant replacement costs (Da Camara et al., 2015). The above explanation is the background of the research that the author will conduct, where this study looks for the relationship between emotional intelligence on turnover intention and affective commitment as a mediating variable in the relationship between emotional intelligence and turnover intention and how affective commitment is affected by Perceived organizational support (Jolly et al., 2021).

Emotional intelligence is an ability that involves the capacity to objectively evaluate and understand a person's internal emotions (emotions and thoughts), recognise and interpret the feelings of others, manage emotions, and be self-motivated in fostering good relationships with colleagues (Sembiring et al., 2020). The relevance of studies on emotions in the workplace lately has been concentrated on constructing emotional intelligence. Although it has been found that emotional intelligence influences turnover intention, knowledge of the mechanisms that mediate these relationships is still limited (Mustafa et al., 2023). Although emotional intelligence has been found to influence turnover intention, the mechanisms underlying this relationship are still poorly understood. More research is needed to explain how emotional intelligence influences an employee's decision to leave an organization. Emotional intelligence alone does not necessarily lower turnover intentions, as other factors such as job satisfaction, organizational commitment, and perceived organizational support can play an important mediating role. The relationship between emotional intelligence and turnover intention is likely more nuanced and complex than previously assumed, thus requiring a more detailed examination of the relevant mechanisms (Ogunbamila et al., 2014).

One of the factors that affect turnover intention is perceived organizational support. Perceived organizational support is a concept that focuses on employees' perception of the extent to which the organization assesses its contribution and cares about the well-being of employees (Mori et al., 2024). Perceived organizational support is defined as the sensitivity and opinion of employees regarding the extent to which their involvement is valued and recognised by their organization. In this context, perceived organizational support plays a vital role as an important indicator in determining the relationship quality between the organization and employees, as well as influencing the level of commitment, job satisfaction, and employee performance (Zahoor et al., 2022). While the perception of organizational support is often seen as a positive concept that can improve employee commitment, job satisfaction, and performance, it's also essential to consider its potential drawbacks. The perception of an organization's support that is too high or out of alignment can create unrealistic expectations and a sense of entitlement among employees. This can damage an organization's ability to manage and motivate the workforce effectively. In addition, a strong emphasis on the perception of organizational support can distract attention and resources from other important factors that influence employee attitudes and behaviours, such as fair HR practices, precise goal setting, and opportunities for growth and development. Organizations should strive for a balanced approach that fosters a positive yet realistic perception of support while also paying attention to the various needs of employees and organizational priorities (Stephen, 2023).

Everyone has different characteristics. There are several factors that influence emotional intelligence, one of which is self-awareness. The foundation of emotional intelligence is the ability to recognize and understand one's own emotions. Individuals who have good self-awareness tend to be better able to manage their emotions. Emotional Regulation. The ability to regulate emotions, such as holding back in emotional situations, is very important. Individuals who are able to manage their emotions well can avoid detrimental impulsive reactions. Intrinsic motivation, which is the drive from within to achieve goals, also plays an important role in emotional intelligence. Motivated individuals tend to be better able to face challenges and frustrations. Empathy: The ability to understand and feel the emotions of others helps individuals in social interactions and builds healthy relationships. Empathy allows a person to respond in a sensitive way to the feelings of others. Social Skills, Skills in interacting and communicating with others greatly affect emotional intelligence. Individuals who have good social skills can build and maintain positive relationships.

Some researchers try to solve turnover intention and switching behaviour by reporting that social support and affective commitment are significant factors (Eisenberger et al., 2014; Fazio et al., 2017). Some researchers believe that affective commitment is influenced by perceived organisational support, which is a mechanism for meeting the socio-emotional needs of employees through awards, recognition, and relationships between employees and the organisation where they work (Islam et al., 2015).

Today's manufacturing industry faces ever-increasing competition, driving the adoption of higher customer orientation. Luhai Holding Corporation is a leading company in Taiwan that is known as a trusted brand for tyre valves. The company was founded in 1980 and soon experienced rapid growth outside Taiwan by opening new factories in Xiamen, Kunshan and becoming Indonesia's only tyre valve manufacturer. PT Luhai Industrial has become a trusted supplier for many global tyre, automotive, and agricultural companies. Luhai products are available worldwide, covering five continents and 90 countries. In short, to achieve global competitive success, PT Luhai Industrial must effectively and efficiently retain and develop employees as assets that other companies do not own. Unfortunately, PT Luhai Industrial is still unable to maintain its existing employees.

The gaps in this research include the research Field (Giao et al., 2020; Imron et al., 2021; Ogungbamila et al., 2014). The study's findings show a negative direction of emotional intelligence on turnover intention. In contrast, the study's findings show a positive correlation between emotional intelligence and turnover intention. This is the variable perceived organizational support on the turnover intention from the survey. (Chandra, 2018; Giao et al., 2020; Q. Wang & Wang, 2020) His research findings show a significant relationship between perceived organizational support and turnover intention. However, there are differences in opinion of the research findings. (Jolly et al., 2021; Stofberg et al., 2022; To & Yu, 2023) His research findings show an insignificant relationship between perceived organizational support and turnover intention.

Some factors that can affect POS include Job Characteristics. Challenging and interesting tasks can increase POS. Employees who feel their work has meaning tend to feel greater organisational support. Autonomy: Giving employees autonomy in their work can increase POS. When employees feel trusted to make decisions, they tend to feel supported by the organization. Job Security and certainty about the future of work can strengthen POS. Employees who feel secure in their jobs tend to have more positive perceptions of organizational support, Training and Development. Opportunities to take part in training and professional development can increase POS. Employees who feel that the organization is investing in their development tend to feel more appreciated.

This study aims to develop a model to examine the four variables the author has analysed to determine the factors that can affect employee turnover intention. This research is expected to make a theoretical contribution to the literature in this context, especially in the context of human resource management.

## 2. RESEARCH METHOD

This research is quantitative research with a type of correlational method. Cresswell, (2016) Correlational quantitative research uses statistical methods that measure the influence between two or more variables. This research was conducted at PT Luhai Industrial Cikande Serang 2024. The population in this study is employees of PT Luhai Industrial Serang, Banten, with a population of 338 permanent and contract employees, including 195 permanent employees and 143 contract employees. He believes the ideal sample ranges from 100 – to 200 for quantitative confirmatory research. Draw the author's sample using the purposive sampling technique with the criteria: PT Luhai Industrial employees with permanent status as permanent employees. Employees of PT Luhai Industrial who have worked for at least six months. This is intended because employees with at least six months of work have passed the probationary period, adapted to their workplace environment, and may have plans to leave the company field (Chrisdiana & Rahardjo, 2017). Based on the abovementioned criteria, the sample used in this study is 195 respondents of all permanent employees at PT Luhai Industrial Cikande Serang.

The researcher's data collection method uses primary and secondary data, including the distribution of questionnaires with the point 1 interval technique showing strong disagreement to 10 strongly agree. the Interval Scale used in this study is approaching the number 1, which means strongly disagree and vice versa, approaching the number 10 which means strongly agree (Ferdinand, 2014). The researcher interviews several employees and then uses references for theoretical reference sources. The researcher obtained data from 195 respondents to be processed into statistics. In this research method, the researcher has reasons for determining that the research applies to permanent employees because permanent employees are the choice of management who have truly passed the selection and process according to PT Luhai Industrial procedures. The data analysis technique was used by the researcher to obtain relative statistical results, namely with SEM based on Smart PLS version 4.0 with validity tests and reliability measurements and to obtain hypothesis testing analysis by bootstrapping to get an analysis of the direct influence of exogenous variables on endogenous variables and the influence of mediation. While the author can formulate a research hypothesis, namely: H1: There is a negative influence of emotional intelligence on intention turnover H2: There is a negative influence of perceived organisational support on intention turnover. H3: There is a positive influence of emotional intelligence on affective commitment. H4: Ada pengaruh positif perceived organizational support terhadap affective commitment. H5: There is a negative influence of affective commitment on intention turnover. H6: Affective commitment mediates the influence of emotional intelligence on intention turnover. H7: Affective commitment remedies pengaruh perceived organizational support terhadap intention turnover.

## 3. RESULTS AND DISCUSSIONS

In the research context, the research design and form must go through a purification stage in the form of measurement before we can test the relational and causal influence. In the SEM method based on Partial Least Squares (PLS), the form of measurement (outer model) plays a vital role in describing how the manifest variable (marker) represents the latent variable to be measured. At this stage, we evaluate the quality of the measurement of the indicators used to measure the latent variables. In the Partial Least Square (PLS) analysis, it is necessary to evaluate the measurement of the shape (outer model) and reflective markers. Some essential concepts in this evaluation include using convergent and discriminant validity of the indicators and composite reliability for indicators.

The turnover variable is measured using five indicators: being reluctant to settle down, thinking about leaving the company, deciding to leave the organisation, looking for another job, and comparing with other options (Wang, 2014). Meanwhile, emotional intelligence is measured using five indicators: self-assessment of emotions, emotional assessment of others, emotional application, emotional control, and self-motivation (Sembiring et al., 2020). Kemudian variable perceived organizational support measured using eight indicators, i.e. the organization appreciates

the contribution of employees, the organization appreciates the extra effort of employees, the organization pays attention to employee complaints, the organization cares about employee welfare, the organisation pays attention to employee performance, the organization cares about employee satisfaction, the organization pays excellent attention to employees, and the organization is proud of employees (Kalidass & Bahron, 2015). The affective commitment variable was measured using seven indicators. Namely, employees feel happy to be part of their organization, employees like to talk about their organization with outsiders, employees think that organizational problems become personal problems, employees feel attached to their organization, employees feel that they are part of the organization's family, employees feel emotionally attached to their organization, and employees give meaning personal to his organization (Wilson & Ssempebwa, 2016). The following results of validity measurements can be seen in model 1.1 as follows:

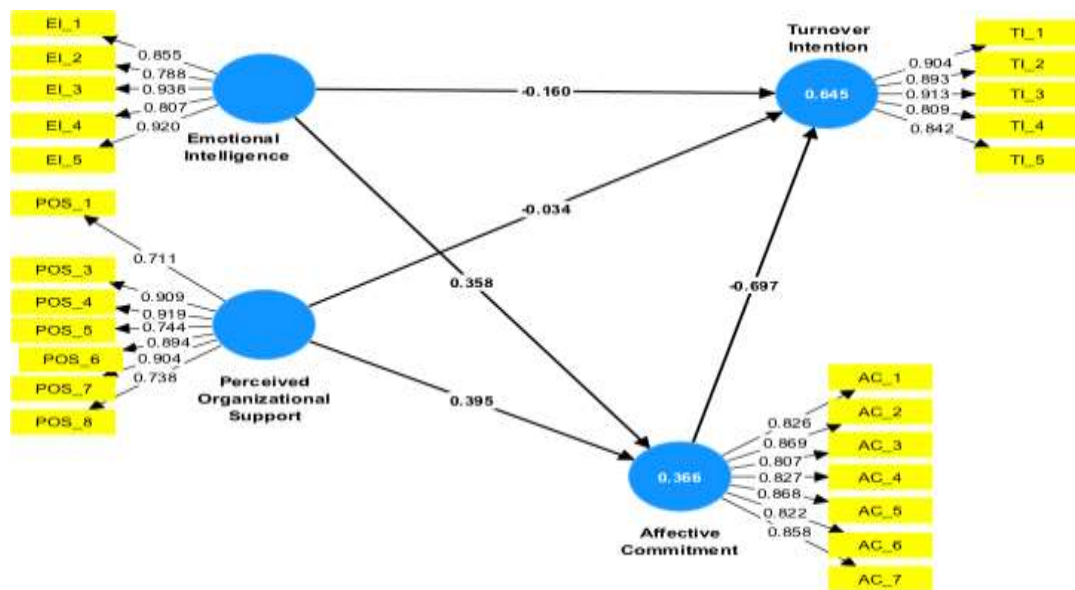


Figure 1. Validity outer model Test

Model 1. shows that one indicator of the perceived organizational support variable has a loading factor value of < 0.70. Two indicators of the perceived organizational support variable, namely (POS\_2), have a value of < 0.70, so they must be eliminated, and then the author re-tests until they can meet the validity criteria. Below, the discriminant validity cross-loading and composite reliability, as well as the average variance extracted (AVE) values, can be seen in Table 1 as follows:

Variable/Indicator	Cross Loadings				CA	CR	AVE	R-square
	AC	EI	POS	TI				
<b>Affective Commitment (AC)</b>					0,930	0,930	0,705	0.366
AC_1	0,826	0,416	0,410	-0,689				
AC_2	0,869	0,409	0,385	-0,674				
AC_3	0,807	0,429	0,412	-0,668				
AC_4	0,827	0,336	0,463	-0,645				
AC_5	0,868	0,404	0,387	-0,672				
AC_6	0,822	0,360	0,485	-0,634				
AC_7	0,858	0,418	0,387	-0,656				
<b>Emotional Intelligence (EI)</b>					0,914	0,933	0,746	
EI_1	0,329	0,855	0,117	-0,392				
EI_2	0,339	0,788	0,256	-0,340				
EI_3	0,468	0,938	0,313	-0,504				
EI_4	0,417	0,807	0,252	-0,371				
EI_5	0,459	0,920	0,286	-0,510				

Perceived Organizational Support (POS)					0,926	0,934	0,699	
POS_1	0,476	0,195	0,711	-0,377				
POS_3	0,425	0,325	0,909	-0,377				
POS_4	0,429	0,310	0,919	-0,385				
POS_5	0,337	0,068	0,744	-0,266				
POS_6	0,442	0,322	0,894	-0,397				
POS_7	0,434	0,307	0,904	-0,387				
POS_8	0,334	0,085	0,738	-0,269				
Turnover Intention (TI)					0,922	0,927	0,762	0,645
TI_1	-0,749	-0,413	-0,446	0,904				
TI_2	-0,628	-0,446	-0,356	0,893				
TI_3	-0,726	-0,391	-0,486	0,913				
TI_4	-0,748	-0,462	-0,350	0,809				
TI_5	-0,559	-0,470	-0,190	0,842				

The value of Cronbach's Alpha (CA), Composite Reliability (CR) for these four variables, is also eligible, which is > 0.70. The AVE value for each variable is also above 0.50. This shows that this research instrument is valid and reliable in measuring the construct. Furthermore, the bootstrapping testing stage (direct and indirect influence) can be carried out after the outer model test is passed. Table 2 below provides more information about hypothesis analysis with bootstrapping.

Table 2. Test Results Bootstrapping Direct/Indirect Effect

Hypothesis	Conect Variable	Coeffisient ( $\beta$ )	T-Statistic	P-Values	Description
H1	EI $\rightarrow$ TI	-0,160	2,986	0,003	Received
H2	POS $\rightarrow$ TI	-0,034	0,778	0,437	Declined
H3	EI $\rightarrow$ AC	0,358	4,018	0,000	Received
H4	POS $\rightarrow$ AC	0,395	5,933	0,000	Received
H5	AC $\rightarrow$ TI	-0,697	13,751	0,000	Received
H6	EI $\rightarrow$ AC $\rightarrow$ TI	-0,250	4,151	0,000	Received
H7	POS $\rightarrow$ AC $\rightarrow$ TI	-0,275	5,408	0,000	Received

Table 2. Showing the first finding in this study, the influence of emotional intelligence on turnover intention was obtained from the original coefficient value of -0.160, the T statistic was 2.986 > from the T table (1,960) and P values (0.003) < sig (0.05). Thus, it can be concluded that the first hypothesis is accepted, which states that emotional intelligence has a negative, significant influence on turnover intention, meaning that the higher the emotional intelligence possessed by the employee, the lower the employee's turnover intention. Emotional intelligence is the ability to perceive, assess, and express emotions accurately. When they promote thinking, understanding emotions and emotional knowledge, and regulating emotions, these abilities allow individuals to access or generate feelings, thereby encouraging emotional and intellectual development (Querdian *et al.*, 2021).

The second finding explained the effect of perceived organizational support on turnover intention to obtain the original coefficient value of -0.034 T statistic of 0.778 < from T table (1.960) and P values (0.437) > sig (0.05). Thus, the second hypothesis is rejected, which states that perceived organizational support does not significantly influence turnover intention. Perceived organizational support does not have an impact on employee turnover intention. Perceived organizational support refers to employees' general beliefs about the organization's concern for their well-being and appreciation for contributions made (To & Yu, 2023). Perceived organizational support can be interpreted as an employee's view of how much the organization cares about welfare and appreciates its contribution (Sihag, 2020). In this context, (2015) perceived organizational support as "the belief in the extent to which the organisation values their contribution and cares about their well-being". In other words, individuals who feel high organizational support tend to experience positive emotions related to their work because they enjoy it. Conversely, employees who think of low organisational support indicate that the organization needs to pay more attention to the interests of employees.

The third finding was the influence of emotional intelligence on affective commitment obtained the original coefficient value of 0.358; the T statistic was 4.018 > from the T table (1,960) and P values (0.000) < sig (0.05). Thus, it can be concluded that the third hypothesis is accepted, which states that emotional intelligence has a positive, significant influence on affective commitment. The higher the emotional intelligence the employee possesses, the higher the employee's affective commitment. Emotional intelligence plays a vital role in the discussion of turnover intention. Employees with high emotional intelligence will commit to their organization so as not to weaken the desire to leave where they work (Ouerdian et al., 2021). Individuals with high emotional intelligence can positively express their emotions and thus maintain beneficial interpersonal relationships in the workplace (Stephens & Carmeli, 2016).

The fourth finding was the effect of perceived organizational support on affective commitment obtained the original coefficient value of 0.395; the T statistic was 5,933 > from the T table (1,960) and P values (0.000) < sig (0.05). Thus, it can be explained that the fourth hypothesis is accepted, which states that perceived organizational support has a positive, significant influence on affective commitment. The higher the perceived organisational support employees feel, the higher the affective commitment. In organizational support theory, *perceived organizational support* relies heavily on how employees judge the organization's goals behind the excellent or inadequate treatment of them. In response, *perceived organizational support* triggers a social exchange process in which employees feel obligated to help the organization achieve its goals, hoping that more extraordinary efforts for its benefit will lead to greater rewards. In addition, *perceived organizational support* also meets employees' emotional and social needs, which results in a higher sense of attachment and commitment to the organization, a drive to help the organization succeed, and an increase in mental well-being (Kurtessis et al., 2017).

The fifth finding was the effect of affective commitment on the turnover intention of the original coefficient value of the sample -0.697; the T statistic was 13,751 > from the T table (1,960) and P values (0.000) < sig (0.05). Thus, it can be explained that the fifth hypothesis is accepted, which states that affective commitment has a negative, significant influence on turnover intention. The higher the affective commitment employees have, the lower the turnover intention of employees. Affective commitment is an employee's emotional relationship with his organization. Affective commitment is the emotional attachment of employees, identification with and involvement in the organization, and the organisation's goals, which are triggered by the alignment of values between individuals and organizations (Ahmad, 2018). Affective commitment is an expression of an employee's attitude that refers to emotional connection, participation and identification towards the company. Furthermore, affective commitment is defined as an employee's emotional connection and identification with the company so that the employee has the desire to stay in the organization. (Moreira et al., 2020)

The sixth finding is that affective commitment can mediate the influence of emotional intelligence on turnover intention. Based on the results of the bootstrapping test, the original coefficient value of the sample was -0.250; the T statistic was 4,151 > from the T table (1,960) and P values (0.000) < sig (0.05). Thus, it can be concluded that the sixth hypothesis is accepted, which states that affective commitment can mediate the influence of emotional intelligence on turnover intention. Affective commitment is a term that refers to an employee's relationship with the policies and regulations of the organization for which they work (Rawashdeh et al., 2022). Studies (Oei) found that affective commitment is a factor that can determine a lower turnover intention because individuals with high levels of commitment are less likely to want to leave the organisation they work for. In the context of workplace behaviour research, organizational researchers have identified all four types of emotional intelligence as an essential foundation for building effective relationships and achieving organizational goals. They highlight the importance of emotional intelligence in showing socially desirable emotions in the work environment (Kashif et al., 2017).

The seventh finding of affective commitment can mediate the influence of perceived organizational support on turnover intention. Based on the results of the bootstrapping test, the original coefficient value of the sample was -0.275; the T statistic was 5.408 > from the table T (1.960) and P values (0.000) < sig (0.05). Thus, it can be explained that the seventh hypothesis is accepted, which states that affective commitment can mediate the influence of perceived

organizational support on turnover intention. Studies [10] found that affective commitment is a factor that can determine a lower turnover intention because individuals with high levels of commitment are less likely to want to leave the organization they work for. Madden et al., (2015) Try to contribute by researching how a positive relationship between an individual and his organization can mitigate behaviours that encourage negative things, such as the intention to leave the organization (turnover intention). The world of work has faced significant changes due to global competition and a career shift [11]. Likewise, a high affective commitment to employees must be converted into business competitiveness to achieve organizational goals (Hidayat et al., 2013).

#### 4. CONCLUSION

The conclusion was obtained based on the results of testing the hypothesis proposed by the author. Namely, the first hypothesis shows emotional intelligence's negative influence on turnover intention. To reduce turnover intention can also be done by increasing emotional intelligence. The second hypothesis explains that perceived organizational support does not significantly influence turnover intention. This is not by the hypothesis proposed by the author, and the hypothesis has been rejected. Perceived organizational support cannot affect turnover intent. The third hypothesis shows a significant influence of emotional intelligence on affective commitment. Increased affective commitment can also be achieved by increasing emotional intelligence. The fourth hypothesis shows that perceived organizational support significantly influences affective commitment. Increased affective commitment can also be achieved by increasing perceived organizational support. The fifth hypothesis shows that affective commitment considerably influences turnover intention. Reducing turnover intention can also be done by increasing affective commitment. The sixth hypothesis, affective commitment, can mediate the influence of emotional intelligence on turnover intention.

Affective commitment is the role of partial mediation. The seventh hypothesis, affective commitment, can mediate the influence of perceived organizational support on turnover intent. Affective commitment is the role of mediation (complete mediation). This research only focuses on permanent employees at PT Luhai Industrial Cikande Serang. The limitations of the study cause the minimum sample size to reduce the strength of statistical testing possibly; for future research, it is necessary to increase the research sample to include contract employees; this study only revealed four variables focusing on the variable emotional intelligence, perceived organizational support, affective commitment and turnover intention. Employees should feel supported by their organization, which is indicated by the extent to which the company values the contribution of its employees. Employees' belief in how much the company values the extra effort of its employees should reflect employees who feel supported by their company. It is better to add research variables for future research, including training, providing incentives, leadership and employee performance. This research is expected to make a theoretical contribution to the literature in this context, especially in the context of human resource management.

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