Emotional intelligence: the turnover puzzle unraveled through organizational support and career adaptability

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Abstract

This research aims to identify and analyze the impact of emotional intelligence on turnover retention at a bank in East Java, Indonesia by considering the mediating role of organizational support, as well as the moderating effect of career adaptability. Data was collected through a questionnaire distributed to frontline employees at one of the banks in East Java. Data analysis was carried out using descriptive statistical analysis for convenience of data characteristics and inferential data analysis using Structural Equation Model Partial Least Square (SEM-PLS) to test contextual relationships between variables. Data collection methods include questionnaires and semi-structured interviews to obtain primary data, while secondary data is obtained from documents, the internet, and literature. The research results show that emotional intelligence does not directly influence turnover intention but has an influence through the mediator Organizational support and is moderated by career adaptation. In conclusion, work environment factors unique to banking significantly impact an employee's decision to stay or leave a job. Organizational support is proven to be an essential mediator, while the level of career adaptability also plays a vital role in employee turnover intensity. Moreover, if an employee has high emotional intelligence and career adaptability is low, they will still have the intention to leave their job.

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Introduction

Banking functions are vital to maintaining the stability of the entire financial system and economy. By researching banking, we can gain a deeper understanding of the factors that impact banking stability and identify steps that can be taken to reduce failure risks in the banking sector (Z. Chen & Ebrahim, 2018). One of the challenges banking companies face is the turnover intention or employee turnover intention. This high turnover rate negatively impacts bank performance and productivity and increases costs in recruitment, training, and development of new employees. This phenomenon shows the need to understand the factors influencing employee turnover intentions as the leading cause of high turnover rates (Falahat et al., 2019). Human resource management plays a very important role in overcoming the problem of turnover instruction or the tendency of employees to leave the organization. Turnover intention has become a popular topic in the fields of management, human resource management, and social sciences at large (Zeffane & Bani Melhem, 2017). This phenomenon has attracted the attention of researchers worldwide, who are making serious efforts to identify and explain the reasons behind it, as it is generally considered undesirable (Zeffane & Bani Melhem, 2017). Employee turnover in frontline positions presents significant challenges because it involves enormous human and financial costs (Raza et al., 2021). Employee turnover can challenge organizational efficiency and productivity (Abdalla et al., 2021). So, it has enormous importance in encouraging desire and building competitiveness, especially in the current era of global competition (Abdalla et al., 2021).

In this research, the role of emotional intelligence becomes increasingly important because emotional intelligence refers to an individual’s ability to recognize, understand, transfer, measure, and use their own emotions and the emotions of others (Pirsoul et al., 2019).
2023). Emotional intelligence is not a personal factor that cannot be changed but can be improved through training programs (Martínez-Monteagudo et al., 2019).

Career adaptability refers to an individual's capacity to adapt to changes in the work environment and overcome diverse career challenges well (Ocampo et al., 2018). Banking employees with high emotional intelligence may be better able to manage changes in their careers, including changes in policy, technology, or other job demands. Career adaptability also allows individuals to take initiative in seeking new opportunities, facing challenges, and overcoming obstacles in their career journey. Therefore, adapting career abilities is critical to achieving success and sustainable career growth (Ocampo et al., 2018).

Organizational support was also considered a significant mediating variable. Adequate organizational support, such as training, career development, or social support, can help banking employees overcome job stress, increase job satisfaction, and create a positive work climate. In this way, organizations can build a positive work culture and minimize employees' desire to look for job opportunities elsewhere and turnover intentions. This will have a positive impact on employee retention, productivity, and performance of the entire organization (Jolly et al., 2021).

Previous research has studied the influence of related factors, emotional intelligence, organizational support, and career adaptability, on turnover intention separately and indicates that emotional intelligence has a negative relationship (Prentice, 2019). Previous researchers examining the relationship between career adaptability showed positive (Lee et al., 2021) and negative (Zhu et al., 2019) relationship influences. Previous researchers examined the relationship between Organizational Support and Turnover Intentions, showing a negative relationship (Jolly et al., 2021) and positive influence results (Pirsoul et al., 2023). However, this researcher wants to adopt a different approach by using a measuring tool that focuses more on a person's ability in emotional intelligence. This was done to gain a deeper understanding of how aspects of emotional intelligence can influence the variables studied. Previous researchers examined the relationship between emotional intelligence and organizational support, showing positive relationship results (Wen et al., 2019). Previous researchers examined emotional intelligence and developing positive relationship outcomes (Mustafa et al., 2023). By considering these mediating factors, this research aims to fill the existing knowledge gap in banking employee research because there still needs to be more research that specifically pays attention to the role of emotional intelligence in this industry. Although much research has explored emotional intelligence in hotel, restaurant, and hospital employees, more needs to be done on banking employees.

Therefore, this research will explore the impact of emotional intelligence on turnover intention among banking employees, with a turnover rate of 45%. In 2021, there were 570 new hires, 141 workers quit, and a turnover ratio of 24%. Meanwhile, 2l, 250 new workers will be hired, 113 workers will leave, and there will be a turnover ratio of 45%. Turnover ratio data shows something striking from 2020 to 2022 in East Java as a whole.

High employee turnover rates in the banking sector can hurt company performance and the stability of the financial industry as a whole. Previous research on Emotional Intelligence in Organizational Support shows positive results (Fazio, 2017; Mahon et al., 2014; Wen et al., 2019) Previous research on Organizational support for Turnover Intentions showed negative results (Jolly et al., 2021; Sartori, 2023). Previous research related to Organizational support for career adaptability showed positive results (Agoes Salim et al., 2023; Guan et al., 2016; Ocampo et al., 2018; Sunarjo et al., 2021). Researchers will continue their research because the amount of research on this topic still needs to be increased. The aim is to gather more empirical evidence to make a more substantial contribution to deepening the understanding of this phenomenon.

Research gap research shows that emotional intelligence hurts job turnover intentions (Jordan & Troth, 2011; Meisler, 2013); a high level of emotional intelligence has a negative correlation with job turnover intentions, which means that the higher a person's emotional intelligence, the lower the possibility of wanting to change jobs. In simpler terms, this indicates that people who have good abilities in recognizing, understanding, and managing emotions, as well as in interacting with others emotionally, are intelligent, are more likely to remain loyal to the job they currently have, and are less inclined to look for a new job. This could happen because they may be more effective in handling stress, conflict, or challenges at work, so they feel more satisfied and engaged with their work situation (Meisler, 2013). Furthermore (Prentice, 2019) found that there was a significant favorable influence shown by emotional intelligence on Turnover Intentions. People with higher levels of emotional intelligence may be more sensitive to their internal feelings and drives, which may trigger a desire to seek more fulfilling job opportunities (Prentice, 2019).

Referring to the phenomena and research problems previously explained, as well as the inconsistent results of previous research on emotional intelligence and turnover intention, it is necessary to carry out in-depth research titled Emotional Intelligence: The Turnover Puzzle Unraveled through Organizational Support and Career Adaptability.

**Literature Review**

**Theoretical and Conceptual Background**

This research uses the Conservation of Resources (COR) Theory as a research basis. COR theory considers individuals as entities that seek to maintain and increase the resources they have. When these resources are threatened or reduced, individuals are likely to experience stress, which may prompt them to seek alternatives outside the organization in which they work (Wang et al., 2020a). In
the context of this research, COR theory is the basis for understanding the relationship between Emotional Intelligence and Turnover Intention.

**Turnover Intention**

Turnover intention or intention to change jobs is an essential concept in the study of human resources and organizational management. Researchers and practitioners are currently increasingly interested in studying the phenomenon of employee turnover (Obuobisa-Darko & Sokro, 2023). Researchers and practitioners are increasingly interested in understanding this phenomenon, which signals employee dissatisfaction and a desire to seek new opportunities. However, turnover intentions do not always end in immediate resignation but indicate a consideration for change. (Akirmak & Ayla, 2021; Pu et al., 2022; Wang et al., 2020b). A deep understanding of turnover is crucial for decision-makers in identifying factors that influence employee satisfaction and satisfaction. Turnover is the desire or interest of employees to leave their jobs and look for new opportunities elsewhere. However, this does not necessarily end in resignation. This directly reflects serious consideration for the transfer.

**Emotional Intelligence**

Emotional intelligence is an individual's ability to understand, use, and manage emotions in themselves and others. Individuals with a high level of emotional intelligence can have a good awareness of emotions, recognize and differentiate between various feelings, and use emotional information to direct their thinking and behavior. Emotional intelligence also includes the ability to communicate effectively with other people through understanding their emotions and the ability to control oneself and manage situations competently, especially in the context of direct communication. Emotional intelligence includes the ability to understand, use, and manage emotions in oneself and others. This involves emotional awareness, the ability to differentiate feelings, the use of emotional information to direct thinking and behavior, as well as the ability to communicate effectively and control oneself in interpersonal situations.

Through this research, effective strategies can be developed to retain key talent and increase the retention of high-potential employees. This study, as presented by (Kwon et al., 2019), not only provides valuable insights for the development of human resource management strategies but also supports organizational efforts in maintaining workforce stability and improving overall performance. This finding is reinforced by several studies showing that emotional intelligence has a significant effect, that the higher a person's level of emotional intelligence, the lower the possibility of having deviant work intentions. This means that someone with high emotional intelligence tends to be more satisfied and stable with their job, so they are less likely to look for a new job (Jordan & Troh, 2011; Meisler, 2013; Sharma & Tiwari, 2023). However, other research shows something different, namely that emotional intelligence has an insignificant relationship with the intention to change jobs (turnover intention), where the higher a person's level of emotional intelligence, the greater the possibility of having the intention to change jobs (Prentice, 2019; Saket Jeswani & Dave, 2012). This means that individuals with a high level of emotional intelligence are more sensitive to their needs and expectations in the work environment, so they are more likely to look for new opportunities that align with their preferences and goals. The development of human resource management strategies must consider the complexity of these factors to ensure workforce stability and optimal organizational performance.

Hypothesis 1: Does emotional intelligence have a significant effect on turnover intention?

**Organizational Support**

Organizational support is an employee's perception of the extent to which the organization values their contributions and pays attention to their welfare, including appreciation for contributions and attention to personal interests. This describes how the organization strives to create a work environment that is empowering, caring, and responsive to employee needs and expectations (Al-Hakim et al., 2022; Dogantekin et al., 2022; Jeong & Kim, 2022). Organizational support is the practice of organizational policies to provide employees with support and career development opportunities, including long-term career planning and employment arrangements after repatriation (Chang et al., 2023). This practice also includes providing employees with the information they need to understand their tasks and job demands and access the knowledge and information needed in the work environment (Smith, 2022). It can be concluded that organizational support is the perception of employees who are awarded and the attention of the organization to their contribution and welfare. This includes practices such as career support, long-term planning, post-repatriation employment arrangements, and providing information and access to knowledge required in the work environment.

Based on previous research conducted by (Fazio, 2017; Mahon et al., 2014; Wen et al., 2019), a positive relationship was found between emotional intelligence (EI) and organizational support felt by individuals. Individuals with high levels of emotional intelligence tend to feel greater support from the organizations where they work, which positively influences job satisfaction, organizational commitment, intention to leave, and employee performance.

According to research by (Akgunduz & Sanli, 2017; Hashish, 2015; Jolly et al., 2021; Liu et al., 2018; Sartori, 2023) there is a negative correlation between organizational support and work intention. The results showed that the higher the level of support felt by an organization's employees, the lower the likelihood that they would want to leave their jobs. This means that when employees feel supported by the company, they are more likely to feel satisfied with their work and have higher motivation to stay with the
company. High organizational support reduces employees' intention to move and will increase employee satisfaction and motivation, as well as help minimize turnover and increase talent retention.

Research results (Waheed Akhtar et al., 2017) show a relationship between emotional intelligence and employee turnover intentions, which is influenced by perceived support from the organization. Organizational support is an intermediary influencing how emotional intelligence influences job change intentions. This research was conducted on bank employees in Islamabad and Rawalpindi, Pakistan. It shows the importance of developing employees' emotional intelligence and creating a supportive work environment to reduce the intention to miss work.

Hypothesis 2: Emotional Intelligence has a significant effect on Organizational Support
Hypothesis 3: Organizational support has a significant effect on Turnover Intentions
Hypothesis 4: Organizational support mediates the relationship between emotional intelligence and Turnover Intentions

Career adaptability

Career adaptability, an individual's ability to deal with and adapt to changes in their career, is a significant social psychology concept. According to research by (Haynie et al., 2020; Jannesari & Sullivan, 2019; Leung et al., 2022; Ren et al., 2023), the higher a person's level of career adaptability, the greater their ability to achieve career goals. This concept is based on the Life-Span theory, Life-Space Theory developed by Savickas, which understands an individual's ability to face changes and challenges throughout their life span (Agoes Salim et al., 2023).

Studies also show that employees' high levels of career adaptability are associated with reduced intentions to change jobs from the organization. (Rudolph et al., 2017) states that employees who are able to adapt well in their careers tend to be more satisfied with their jobs and have a lower desire to look for work elsewhere or leave the organization. However, no previous research has investigated career adaptability as a moderating variable of emotional intelligence on turnover instruction. Therefore, the use of career adaptability as a moderator in the relationship between emotional intelligence and turnover instruction can provide a significant contribution to the understanding of psychological dynamics in the workplace.

Hypothesis 5: Career adaptability has a moderating effect on relationships between emotional intelligence and Turnover Intentions.

Research And Methodology

Participants, Data Collection and Data Analysis

The research method used is quantitative with explanatory research. The research was conducted at a bank in East Java. The population of this study consisted of frontline Bank employees, namely Tellers and Customer Service, with 105 people who had a minimum of 2 years of service. The approach used in sample selection is probability sampling with a saturated sampling method. This research used 105 frontline employees as a saturated sample, all of whom were used as respondents.

Primary data was collected through surveys using questionnaires, while secondary data was obtained from organizational annual reports, journal articles, and related literature. Data was collected by distributing questionnaires directly to frontline employees at one of the banks in East Java. Questionnaires were distributed directly in hard file form to bank frontline employees, with permission from bank management. A total of 105 questionnaire files were distributed, but only 103 files were returned. The questionnaire consists of 2 parts, namely the first part about the respondent's personal data and the second part about perceptions of the variables being measured.

Data analysis was carried out using descriptive statistics and inferential data analysis using the Structural Equation Model Partial Least Square (SEM-PLS) method. SEM-PLS is a statistical method used to test the relationship between complex variables. This method is often used in ergonomics research to identify factors in the work environment (Ofori et al., 2023).

In addition, the measurement model (outer model) and structural model (inner model) were tested directly and indirectly for mediation and moderation (Hair et al., 2019). The research was carried out from November 2023 to January 2024.

Measurement

This research conducted a pilot test to determine the validity and clarity (reliability) of the items and indicators used in the research. The test results showed a loss of one indicator for each variable, namely Organizational Support, Career Adaptation, and Turnover Intention, due to unreliable measurement results. The indicators used come from several previous studies. The four indicators of emotional intelligence were adapted from research, namely well-being, self-control, emotionality, and sociability (Dåderman & Kajonius, 2022) while the turnover intention variable was measured using two indicators of customer incivility, and emotional exhaustion, adapted from research (Doğantekin et al., 2023). Career adaptability was measured using three indicators: confidence, control, and concern for career, which were also adapted from the same study. Organizational support is measured using two indicators, namely leadership support, supervisor assistance, adapted from various sources such as (Al-Hakim et al., 2022; Canboy et al., 2023; Doğantekin et al., 2023; Jeong & Kim, 2022; Smith, 2022). Using a Likert scale with a score range of 1 to 5 being the measurement method used in this research, following the approach recommended by (Sekaran & Bougie, 2017). As such, this study
combines rigorously tested approaches to measuring relevant variables, although it addresses some of the challenges associated with measuring measurements in the early stages of a trial.

Figure 1: Conceptual Model of Research; Source: Processed Primary Data for 2024

Findings and Discussion

Based on the results of data analysis, it was found that of the total number of respondents, 19 people (18.45%) were men, while 84 people (81.55%) were women. Most employees are in the 20–30-year age range, with 99 respondents (96.12%). Meanwhile, the age groups 31–40 years and 41-50 years each only consisted of 2 respondents (1.94%). Judging from the level of education, the majority of respondents had a bachelor's degree (S1) with a total of 92 people (89.32%), followed by six respondents (5.83%) who had a diploma (D3), and four respondents (3.88%) has a master's degree (S2). Regarding work experience, 84 respondents (81.55%) had a work period of 2 years, 15 respondents (14.56%) had a work period of 3 years, and only four respondents (3.88%) had a work period of over three years. Focusing on position, of the total respondents, 45 people (43.69%) were tellers, while 58 other people (56.31%) occupied customer service positions. Thus, the employee profile is dominated by women of young ages and educational backgrounds covering various levels. Most have worked for around two years and occupy frontline positions, especially in customer service.

Table 1: Cronbach Alpha, Composite Reliability, Average Variance Extracted

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha</th>
<th>Composite Reliability</th>
<th>Average Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intentions</td>
<td>0.854</td>
<td>0.895</td>
<td>0.631</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>0.925</td>
<td>0.940</td>
<td>0.690</td>
</tr>
<tr>
<td>Organizational support</td>
<td>0.820</td>
<td>0.917</td>
<td>0.847</td>
</tr>
<tr>
<td>Career adaptability</td>
<td>0.896</td>
<td>0.918</td>
<td>0.616</td>
</tr>
</tbody>
</table>

Source: Processed Primary Data for 2024

Table 1 shows that this study's scale, magnitude, and statistical suitability are acceptable. The average variance extract (AVE) value for the Turnover Intention variable is 0.631; for the Emotional Intelligence variable, it is 0.690; for the Organizational Support variable, it is 0.847; and for the Career Adaptability variable, it is 0.616. Therefore, all indicators are considered valid because the measurement model has achieved an AVE value exceeding 0.50. Moreover, from these results, all variables in this study have relatively high AVE values, indicating that the constructs measured in the research have good statistical validity.

This research produced high Cronbach's Alpha coefficient values for the five variables studied, namely 0.854 for job change intentions, 0.925 for emotional intelligence, 0.820 for organizational support, and 0.896 for career adaptability. In addition, the composite reliability values obtained also show a good level of fitness, namely 0.895 for job change intentions, 0.940 for emotional intelligence, 0.917 for organizational support, 0.938 for developing at work, and 0.918 for career adaptability. These results indicate that the instruments used in the research have strong consistency in measuring the variables studied, which provides higher confidence in the results of the data analysis obtained.
Figure 2: Path Diagram

This path diagram (Fig. 2) illustrates the relationships between Emotional Intelligence, Organizational Support, Career Adaptability, Turnover Intention, and the moderating effect of Career Adaptability.

Since Emotional Intelligence has a significant positive effect on Organizational Support and Career Adaptability, organizations should invest in training programs to develop these skills among employees. This can lead to higher organizational support and better adaptability, contributing to reduced turnover intentions. The strong negative relationship between Organizational Support and Turnover Intention highlights the critical role of providing adequate support to employees. Organizations should ensure that employees feel supported through effective communication, recognition programs, and providing necessary resources. Career Adaptability negatively influences Turnover Intention, suggesting that adaptable employees are less likely to leave. Therefore, fostering a culture that encourages adaptability and continuous learning can help in retaining employees. The negligible moderating effect of Career Adaptability on the relationship between Emotional Intelligence and Turnover Intention indicates that while adaptability is important, it does not significantly alter the direct impact of Emotional Intelligence on Turnover Intention.

Table 2: Structural Model

<table>
<thead>
<tr>
<th></th>
<th>R Square</th>
<th>Q²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational support</td>
<td>0.530</td>
<td>0.524</td>
</tr>
<tr>
<td>Turnover intentions</td>
<td>0.882</td>
<td>0.577</td>
</tr>
</tbody>
</table>

Goodness of Fit Index (GFI) = 0.700

Standardized Residual Mean Root Square (SRMR) = 0.056

Source: Processed Primary Data for 2024

Table 2 shows that in structural model evaluation, the R² value shows how well the independent variable explains the dependent variable. Organizational support has R² 0.530 and turnover intention 0.882. Everything is positive. Q² measures predictive relevance; Q² values for both constructs were more than 0. GFI, a measure of model fit, was 0.700, indicating moderate fit. SRMR, a measure of model fit, was 0.056, indicating a good fit. In conclusion, this model has a sufficient level of explanation and prediction.
Table 3: Direct Effect Hypothesis Test

<table>
<thead>
<tr>
<th>Original sample (O)</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence on turnover intentions</td>
<td>-0.021</td>
</tr>
<tr>
<td>Emotional intelligence on organizational support</td>
<td>0.728</td>
</tr>
<tr>
<td>Organizational support on turnover intentions</td>
<td>-0.486</td>
</tr>
</tbody>
</table>

**Source:** Processed Primary Data for 2024

From the analysis results, several findings relate to the influence of emotional intelligence and organizational support on turnover intention. First, emotional intelligence did not significantly influence turnover intention because the p-value obtained was more significant than 0.05. On the contrary, it was found that emotional intelligence significantly and positively influenced organizational support, with a very small p-value (< 0.05) in both cases.

Furthermore, the findings show that organizational support significantly and negatively influences turnover intention. This factor shows a very small p-value (< 0.05), indicating a significant relationship. Therefore, these results illustrate that efforts to increase emotional intelligence and provide good organizational support can positively influence employee satisfaction and performance levels while reducing the tendency to change jobs.

Table 4: Indirect Effect Hypothesis Test

<table>
<thead>
<tr>
<th>Original Sample (O)</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>emotional intelligence-&gt; organizational support -&gt; turnover intentions</td>
<td>-0.354</td>
</tr>
</tbody>
</table>

**Source:** Processed Primary Data for 2024

The data analysis results show a significant indirect effect of emotional intelligence on turnover intention through two mediators: organizational support (O). For the path through organizational support, the Original Sample (O) value is -0.354 with a P value of 0.000, indicating a significant adverse effect statistically statistically. Thus, organizational support mediates the relationship between emotional intelligence and turnover intention with high statistical significance.

Table 5: Effect of moderation

| Original Sample (O) | T Statistics (|O/STDEV|) | P Values |
|---------------------|-----------------|----------|
| Moderating Effect 1 -> Turnover intentions | -0.059 | 1.662 | 0.097 |

**Source:** Processed Primary Data for 2024

The analysis of the moderating effect on the turnover intention variable found that 'Moderating Effect 1' had a value of -0.059, indicating a negative direction towards this variable. Although the t-value of 1.662 indicates a moderation effect, the p-value of 0.097 indicates statistical insignificance at the 95% confidence level. Thus, although indications indicate a negative direction of the effect, the tested moderation effect is not statistically significant. Therefore, it is concluded that career adaptability does not moderate emotional intelligence on turnover intention.

**Discussion**

This research found that the relationship between the level of Emotional Intelligence (EI) and the level of Turnover Intentions (TI) in Bank employees tends to be weak and insignificant. This is interesting because previous research shows a negative relationship between EI and IT. However, these results can be understood through the Trait Theory of Emotional Intelligence lens, which emphasizes aspects of individual personality and disposition in managing emotions. Although individuals with high EI scores are expected to handle stress and conflict in the workplace more effectively, in this research, other factors are more dominant in influencing employees' decisions to stay or leave the organization. These factors may include working conditions, job satisfaction, organizational support, and employee career opportunities. The results of this study support the findings of (J. P. Chen et al., 2023), but differ from previous research conducted by (Jordan & Troth, 2011; Meisler, 2013; Prentice, 2019; Saket Jeswani & Dave, 2012; Sharma & Tiwari, 2023).

Furthermore, research shows that Emotional Intelligence significantly and positively influences organizational support (OS), which can be explained through the theory of Perceived Organizational Support (POS). Bank employees with high levels of EI are better able to recognize and appreciate the support provided by the organization, improving their perception of OS. Employees with high
El tend to have a higher commitment to the organization, greater job satisfaction, and a tendency to have lower IT. These findings support the results of previous research (Fazio, 2017; Gopinath et al., 2021; Mahon et al., 2014; Wen et al., 2019) but differ from the research results of (Lawal & Idemudia, 2017).

Research on frontline employees at a bank in East Java found that the Organizational Support variable significantly and negatively influenced Turnover Intentions. High organizational support creates perceptions of stability and security, reducing motivation to seek opportunities outside the organization, consistent with Continuity Theory. These results support previous research findings by (Akgunduz & Sanli, 2017; Hashish, 2015; Jolly et al., 2021; Liu et al., 2018; Sartori, 2023).

Research also finds that Organizational Support plays a vital role as a mediator in the relationship between Emotional Intelligence and Turnover Intentions. Organizational support strengthens the positive impact of Emotional Intelligence on the intention to stay in the organization. These findings emphasize the importance of banks focusing on developing employees' Emotional Intelligence and creating a supportive work environment. This finding is supported by previous research, confirming the importance of organizational support in managing employee turnover intentions (Akhtar et al., 2017).

Research shows that moderation of Career Adaptability weakens the relationship between Emotional Intelligence and Turnover Intentions. Employees with a high level of Career Adaptability tend to experience a decrease in the influence of Emotional Intelligence on their desire to leave work. Even though an employee has a high level of emotional intelligence, a low level of career adaptability will not affect their desire to change jobs, and vice versa. This underlines the importance of developing Career Adaptability in reducing the potential for turnover in the workplace.

Thus, this research provides insight into the complexity of the relationship between Emotional Intelligence, Organizational Support, Career Adaptability, and Turnover Intentions in the Bank's work environment, with important implications for human resource management in designing effective policies to increase employee retention and improve the well-being of the organization as a whole.

**Conclusion**

This research was conducted to examine the influence of emotional intelligence on turnover intentions among frontline employees at a bank in East Java, Indonesia. To understand the more complex relationships between these variables, this study also examined the mediating role of organizational support and the moderating effect of career adaptation. The research method used is quantitative with an explanatory design. Data was collected through surveys and analyzed using the Structural Equation Model Partial Least Square (SEM-PLS) method.

The research results show that emotional intelligence does not significantly influence turnover intention among the employees studied. However, emotional intelligence has an indirect effect through the mediating role of organizational support, indicating that organizational support is an essential factor in the relationship between emotional intelligence and turnover intention. In addition, career adaptability has been shown to moderate the relationship between emotional intelligence and job turnover intentions, with employees who have high career adaptability tending to experience a decrease in job turnover intentions. This confirms that career adaptability is essential in facing career challenges and achieving sustainable growth.

The limitation of this research method lies in the focus of respondents only on the type of frontline positions or positions in the banking sector as respondents, while there are still many other positions or positions in banking that also need attention because they are also vulnerable to high levels of work stress. The implication for the generalization of the findings of this research is that the findings obtained may be only somewhat applicable to a broader population. Seeing the potential limitations of this research methodology, the researcher provides suggestions for further research to pay more attention to the scope of respondents selected by considering the merger of private banking companies and state-owned banking companies, as well as research in other corporate sectors. This is expected to increase the generalisability of research findings so that they can be applied in a broader context.

The results of this study indicate that, in the context of the banking work environment, factors outside of emotional intelligence have a more substantial influence on employees' intentions to leave their jobs. Although emotional intelligence is theoretically expected to help individuals manage stress, handle conflict, and improve interpersonal relationships, in the reality of banking employees, other factors such as organizational culture, work environment, leadership, benefits, and work-life balance may have an impact. A more dominant role in influencing the desire to change jobs. These findings highlight the importance of considering these variables in future research. By constructing a research structure that considers these additional factors, we can gain a more holistic understanding of what drives turnover behavior in the banking industry. This is important because understanding these factors can help organizations develop more effective strategies for retaining talented employees and reducing detrimental employee turnover rates.

The conclusions of this research emphasize the importance of work environment factors, such as organizational support and career adaptability, in influencing employees' decisions to stay or leave their jobs. These findings provide valuable insight for Bank Management in East Java and other similar institutions in their efforts to increase employee retention, especially among frontliners who are often the first face of the bank to customers. With emotional intelligence, increasing organizational support, and developing career adaptability, organizations can reduce turnover intent and retain key talent. This research contributes to the human resource management literature, especially in the banking context in Indonesia.
Acknowledgement

All authors have read and agreed to the published version of the manuscript.


Funding: This research was funded by LPDP Kemensat Keuangan

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

Conflicts of Interest: The authors declare no conflict of interest.

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