

The Role Of Emotional Intelligence In Mediating The Effect Of Workload And Organizational Commitment On Turnover Intention

Fauzan Rochim¹, Pahlawansjah Harahap², Albert³

^{1,2,3} Magister Manajemen, Universitas Semarang, Indonesia

E-mail: fauzanrochim25@gmail.com

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Abstract: This study aims to analyze the effect of workload and organizational commitment on turnover intention with emotional intelligence as a mediating variable among employees in the manufacturing sector. A quantitative approach with a survey method was employed, using proportionate stratified random sampling. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with AMOS, including validity, reliability, goodness-of-fit, and mediation testing through bootstrapping. The results indicate that workload has a positive effect on turnover intention, while organizational commitment has a negative effect. Emotional intelligence does not significantly influence turnover intention and does not mediate the relationship between workload and organizational commitment on turnover intention. These findings suggest that organizational factors play a more dominant role than individual factors in explaining turnover intention, particularly in manufacturing industries characterized by high operational demands.

INTRODUCTION

Turnover intention remains a critical issue in human resource management, particularly within the manufacturing sector, which is characterized by high work intensity and significant operational pressure. A high tendency of employees to leave the organization not only increases recruitment and training costs but also disrupts operational stability and overall organizational performance. In this context, managing the determinants of turnover intention becomes essential to ensure organizational sustainability.

In manufacturing environments, increasing production targets and heavy workloads often generate work-related pressure that may lead to workforce instability. Empirically, a turnover rate exceeding 10% is generally considered high and may indicate underlying issues in human resource management. PT XYZ is a manufacturing company that operates in a labor-intensive production environment with relatively high operational demands. The achievement of production targets depends heavily on workforce availability and employee performance. Therefore, maintaining employee stability is essential to support operational continuity. In such conditions, a high employee turnover rate may create challenges related to recruitment costs, training investments, productivity losses, and workforce sustainability.

As presented in Table 1, the employee turnover rate at PT XYZ during the period of 2023–2025 falls into the high category, showing a fluctuating yet upward trend. This condition suggests the presence of underlying problems that require further examination, particularly concerning the factors influencing employees' turnover intention.

Tabel 1
Employee Turnover Data

Year	Number of Employees at the Beginning Year	Number of Employees Leaving	Number of New Employees	Number of Employees at the End of the Year	Turnover Rate
2023	364	47	34	351	13,15%
2024	351	88	143	406	23,25%
2025	406	76	68	398	18,91%

Source: Internal data of PT XYZ, processed by the author, 2025

Previous studies have reported inconsistent findings regarding these relationships. Several studies indicate that workload has a positive and significant effect on turnover intention (Ganewatta & Hiroshima, 2023; Junaidi et al., 2020), while others find no significant relationship (Situmorang & Heryjanto, 2023; Wibowo et al., 2021). A similar inconsistency is observed in organizational commitment, which is generally found to have a negative relationship with turnover intention (Ramalho Luz et al., 2018), yet in certain contexts may also show a positive effect (Farisi et al., 2024). These mixed findings suggest that the relationship between organizational factors and turnover intention cannot always be fully explained through direct effects alone.

One possible approach to better understand this relationship is by incorporating individual factors, such as emotional intelligence. Emotional intelligence reflects an individual's ability to manage emotions, cope with work-related stress, and maintain effective interpersonal relationships, which may influence decisions to remain within an organization. Based on this research gap, the present study aims to examine the effect of workload and organizational commitment on turnover intention, with emotional intelligence acting as a mediating variable. This study is expected to contribute to the human resource management literature, particularly in explaining the role of individual factors in shaping the relationship between organizational conditions and turnover intention.

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) explains that relationships between employees and organizations are based on reciprocal exchanges in which individuals evaluate the balance between contributions and benefits received (Blau, 1964; Cropanzano & Mitchell, 2005). Within organizational settings, employees tend to maintain their relationship with the organization when they perceive fairness, support, and favorable treatment. Conversely, perceptions of imbalance may reduce attachment and increase withdrawal behaviors.

In this study, workload represents an organizational demand that may influence employees' evaluation of the exchange relationship, while organizational commitment reflects employees' positive response toward the organization. Emotional intelligence is considered an individual

capability that helps employees interpret and manage workplace experiences. From the SET perspective, turnover intention emerges when employees perceive that the exchange relationship no longer provides sufficient value compared to the effort they contribute. Therefore, SET provides a theoretical foundation for explaining the relationships among workload, organizational commitment, emotional intelligence, and turnover intention.

Job Demands–Resources (JD-R) Theory

The Job Demands–Resources (JD-R) Theory explains employee behavior through the interaction between job demands and job resources (Bakker & Demerouti, 2017). Job demands refer to physical, psychological, or organizational aspects of work that require sustained effort and may generate strain, whereas job resources help employees achieve work goals, reduce job-related stress, and enhance motivation.

Within this framework, workload is categorized as a job demand that may increase psychological pressure and contribute to turnover intention when not balanced by adequate resources. Organizational commitment reflects the availability of organizational resources that strengthen employees' attachment to the organization. Emotional intelligence is viewed as a personal resource that enables individuals to manage emotions and cope with work pressure effectively. Consequently, the JD-R Theory provides an appropriate framework for explaining how job demands, organizational resources, and personal resources interact in shaping turnover intention.

Mobley Turnover Model

The Mobley Turnover Model explains turnover intention as a gradual psychological process that precedes actual employee turnover (Mobley et al., 1979). The model proposes that employees first evaluate their work experiences, develop thoughts of leaving, consider alternative employment opportunities, and eventually form an intention to leave the organization.

In the present study, workload may act as a trigger that encourages employees to reassess their employment relationship, while organizational commitment serves as a factor that strengthens retention. Emotional intelligence influences how individuals interpret workplace conditions and regulate emotional responses during the decision-making process. Therefore, the Mobley Turnover Model provides a behavioral explanation of how organizational and individual factors contribute to the formation of turnover intention.

The Effect of Workload on Turnover Intention

Workload refers to job demands that may influence employees' psychological conditions as well as their perceptions of the work environment. Excessive workload tends to increase work pressure and fatigue, which may ultimately lead to a higher intention to leave the organization. According to the Job Demands–Resources (JD-R) Theory, excessive job demands can deplete individual resources and trigger negative outcomes, including the intention to quit.

Empirically, a high workload has been shown to have a positive relationship with turnover intention, both directly and indirectly through psychological mechanisms such as stress and burnout. Increased job demands may elevate psychological strain, prompting individuals to reassess the sustainability of their employment relationship (A. Altahtoo, 2018). When employees perceive that their workload exceeds their capacity, they are more likely to consider alternative job opportunities.

H1: Workload has a positive effect on turnover intention.

The Effect of Organizational Commitment on Turnover Intention

Organizational commitment reflects the level of employees psychological attachment to the organization, which influences their attitudes and work-related behaviors. It consists of three dimensions affective, continuance, and normative commitment which collectively encourage individuals to remain within the organization (Meyer et al., 1993).

Employees with a high level of organizational commitment tend to demonstrate stronger loyalty, higher work engagement, and a greater willingness to cope with job demands. In contrast, low organizational commitment is often associated with an increased intention to leave. Empirical studies by Guzeller and Celiker (2020) have shown the evidence indicates that organizational commitment has a consistently negative relationship with turnover intention.

H2: Organizational commitment has a negative effect on turnover intention

The Effect of Emotional Intelligence on Turnover Intention

Emotional intelligence refers to an individual's ability to recognize, understand, and manage their own emotions as well as those of others. In the workplace context, this capability plays an important role in helping employees cope with pressure and maintain effective interpersonal relationships.

Employees with higher levels of emotional intelligence are generally better able to manage stress, sustain a positive attitude, and adapt to challenging work conditions. This, in turn, reduces their tendency to leave the organization. Emotional intelligence serves as a personal resource that can mitigate turnover intention, particularly in high-pressure work environments (Giao et al., 2020).

H3: Emotional intelligence has a negative effect on turnover intention

The Effect of Workload on Emotional Intelligence

Workload not only affects job performance but also influences employees' emotional conditions in the workplace. From the perspective of the Job Demands–Resources (JD-R) Theory, workload is categorized as a job demand that may deplete individuals' psychological resources, including their ability to regulate emotions.

As job demands increase, employees are more likely to experience emotional exhaustion, which may reduce their capacity for emotional regulation. This condition can make individuals less adaptive in responding to work pressure and may lead to a decline in emotional intelligence in the workplace context.

H4: Workload has a negative effect on emotional intelligence

The Effect of Organizational Commitment on Emotional Intelligence

Organizational commitment not only influences work attitudes but also plays a role in shaping psychological conditions that support emotional regulation. Employees with a high level of organizational commitment tend to experience stronger emotional attachment, a sense of security, and more positive interpersonal relationships within the organization.

Within the framework of the Job Demands – Resources (JD-R) Theory, organizational commitment can be viewed as a psychological resource (job resource) that enhances individuals capacity to cope with work-related pressure. Empirical studies by Sharfras Navas and Vijayakumar (2018) shown that positive psychological conditions within the organization contribute to improved emotional regulation abilities.

H5: Organizational commitment has a positive effect on emotional intelligence

The Mediating Role of Emotional Intelligence in the Relationship between Workload and Turnover Intention

High workload may increase psychological pressure, which in turn can elevate turnover intention. However, this relationship is not always direct and may be influenced by individual internal factors, such as emotional intelligence.

From the perspective of the Job Demands–Resources (JD-R) Theory, emotional intelligence can be considered a personal resource that enables individuals to respond to job demands more adaptively. Employees with higher levels of emotional intelligence are better able to manage stress, interpret work pressure more proportionally, and maintain emotional stability.

Empirical finding by Ramadhan and Nasution (2024) shown that emotional intelligence can mitigate the negative impact of work-related stress on turnover intention. Therefore, emotional intelligence may function as a mediating variable that explains how workload influences employees' intention to leave.

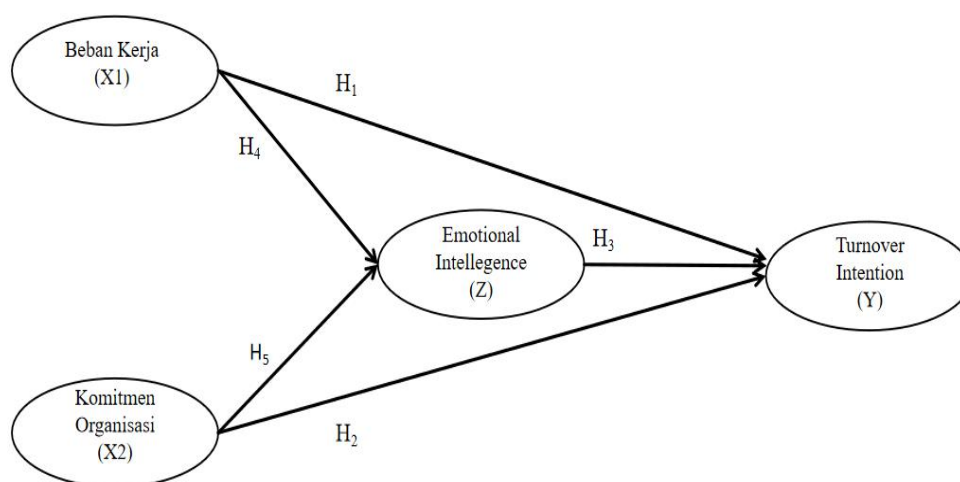
H6: Emotional intelligence mediates the relationship between workload and turnover intention

The Mediating Role of Emotional Intelligence in the Relationship between Organizational Commitment and Turnover Intention

Organizational commitment reflects employees' emotional attachment to the organization, which may influence their decision to remain. However, this relationship also involves internal psychological processes, one of which is emotional intelligence.

Employees with higher levels of emotional intelligence tend to manage their emotions more effectively and maintain a more positive perception of the organization. This enables organizational commitment to be translated into retention-related behaviors. Empirical evidence suggests that emotional intelligence strengthens the relationship between organizational commitment and work-related outcomes, including reduced turnover intention (Waheed Akhtar et al., 2017)

H7: Emotional intelligence mediates the relationship between organizational commitment and turnover intention



Gambar 1

This study aims to examine the relationship between workload and organizational commitment on turnover intention by incorporating emotional intelligence as a mediating variable. Workload is viewed as a job demand that may generate both physical and psychological

pressure, while organizational commitment reflects the level of employees attachment and loyalty to the organization. Both variables are assumed to influence turnover intention, either directly or through certain psychological mechanisms.

In this context, emotional intelligence represents an individuals capacity to recognize, understand, and regulate emotions when facing job demands and organizational dynamics. This capability enables employees to respond to work-related pressure more adaptively and maintain emotional stability, thereby potentially reducing the likelihood of leaving the organization.

Theoretically, this study is grounded in the Job Demands – Resources (JD-R) Theory, which explains that workload, as a job demand, may deplete individuals' psychological resources, whereas organizational commitment, as a job resource, can strengthen employees' attachment to the organization. Within this framework, emotional intelligence is positioned as a personal resource that determines how individuals respond to job demands and manage their emotional conditions.

The integration of these variables suggests that turnover intention is the result of the interaction between job demands, organizational attitudes, and individuals' emotional capacities. By positioning emotional intelligence as a mediating variable, this study provides a more comprehensive understanding of the psychological processes underlying turnover intention and contributes to the organizational behavior literature.

In addition to examining direct relationships among variables, this study also analyzes the mediating role of emotional intelligence. In this regard, emotional intelligence functions as a psychological mechanism that links the effects of workload and organizational commitment to turnover intention.

Hypothesis six (H6) specifically examines the mediating role of emotional intelligence in the relationship between workload and turnover intention. Workload not only has a direct impact on employees' intention to leave but also influences their emotional conditions. Individuals' ability to regulate these emotions subsequently determines whether work pressure will intensify turnover intention or be managed effectively.

Thus, emotional intelligence plays a role in explaining how the effect of workload is translated into employees' behavioral intention to leave the organization.

METHOD

This study employs a quantitative approach with an explanatory research design to examine the causal relationships among workload, organizational commitment, emotional intelligence, and turnover intention. Data were collected through a survey method using a Likert-scale questionnaire administered to active employees of PT XYZ in 2025. A total of 202 respondents were selected from a population of 398 employees using the Slovin formula, and proportionate stratified random sampling was applied based on departmental distribution.

The study was conducted between June and December 2025, utilizing primary data that were statistically processed. The research variables consist of workload and organizational commitment as independent variables, emotional intelligence as a mediating variable, and turnover intention as the dependent variable. All variables were operationalized based on indicators adapted from relevant literature.

Data analysis was performed using covariance-based Structural Equation Modeling (SEM) with the assistance of AMOS software, which enables the simultaneous examination of both

direct and indirect relationships among variables. The analytical procedures included assumption testing (normality, multicollinearity, and outlier detection), evaluation of the measurement model through Confirmatory Factor Analysis (CFA), assessment of model fit (goodness of fit), and hypothesis testing for both direct and indirect effects. Bootstrapping techniques were employed to assess the mediating role of emotional intelligence.

RESULT AND DISCUSSION (Times New Roman, size 12)

The results of instrument testing are presented to assess the validity and reliability of the measurement items.

Table 2
Validity Test Results

Indicator	Loading	Description
Workload		
1. My job requires high physical activity	0,55	Valid
2. I often feel physically exhausted after work	0,57	Valid
3. My job requires high concentration	0,46	Marginal
4. I need to think hard to complete my tasks	0,52	Valid
5. I often work under time pressure	0,74	Valid
6. The work targets assigned to me are difficult to achieve	0,56	Valid
7. The amount of work I receive often exceeds my working time capacity	0,64	Valid
Organizational Commitment		
1. I have an emotional attachment to this company	0,36	Marginal
2. I am proud to be part of this company	0,61	Valid
3. I would sacrifice many things if I left this company	0,62	Valid
4. I consider the losses if I leave this company	0,66	Valid
5. I feel responsible to remain working in this company	0,74	Valid
6. Leaving this company at this time feels inappropriate for me	0,47	Marginal
7. My engaged to this organization has grown stronger over time	0,63	Valid
Emotional Intelligence		
1. I am aware of my emotions at work	0,33	Marginal
2. I understand how my emotions affect my work	0,35	Marginal
3. I can control my emotions when facing work pressure	0,42	Marginal
4. I remain calm in conflict situations at work	0,48	Marginal
5. I stay motivated despite high workload	0,48	Marginal
6. Work challenges encourage me to grow	0,53	Valid
7. I understand my colleagues' feelings	0,67	Valid
8. I am sensitive to others' mood changes at work	0,57	Valid
9. I can build effective communication with colleagues	0,75	Valid
10. I maintain good relationships despite differences of opinion	0,7	Valid
Turnover Intention		
1. I often think about leaving the organization	0,73	Valid
2. I am interested in looking for another job	0,9	Valid

3. I intend to leave in the near future	0,68	Valid
4. I would leave if a better opportunity arises	0,66	Valid
5. I rarely consider leaving this organization	0,17	Marginal

Source: Primary data, author's calculation, 2026

Table 3
Reliability Test Results

Variabel	AVE	CR	Description
Workload	0,392	0,815	Reliabel
Organizational Commitment	0,426	0,833	Reliabel
Emotional Intelligence	0,422	0,872	Reliabel
Turnover Intention	0,411	0,752	Reliabel

Source: Primary data, author's calculation, 2026

The validity test results indicate that most indicators have factor loadings above 0.50, suggesting that they are valid in representing their respective constructs. However, several indicators, such as KO1, EI1, EI2, and TI5, have loading values below the minimum threshold and are therefore considered invalid. In addition, some indicators fall within the marginal range (0.40–0.50), but are retained due to their strong theoretical relevance in measuring the constructs.

The reliability test results show that all constructs have Composite Reliability (CR) values above 0.70, indicating good internal consistency across all variables. Although the Average Variance Extracted (AVE) values are below the recommended threshold of 0.50, the constructs are still considered acceptable as the CR values meet the recommended criteria (Fornell & Larcker, 1981). The model fit evaluation was conducted to examine the extent to which the proposed conceptual model fits the empirical data. Several goodness-of-fit indices were used, including Chi-square, probability value, CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI.

Table 4
Goodness Of Fit Test Full Model

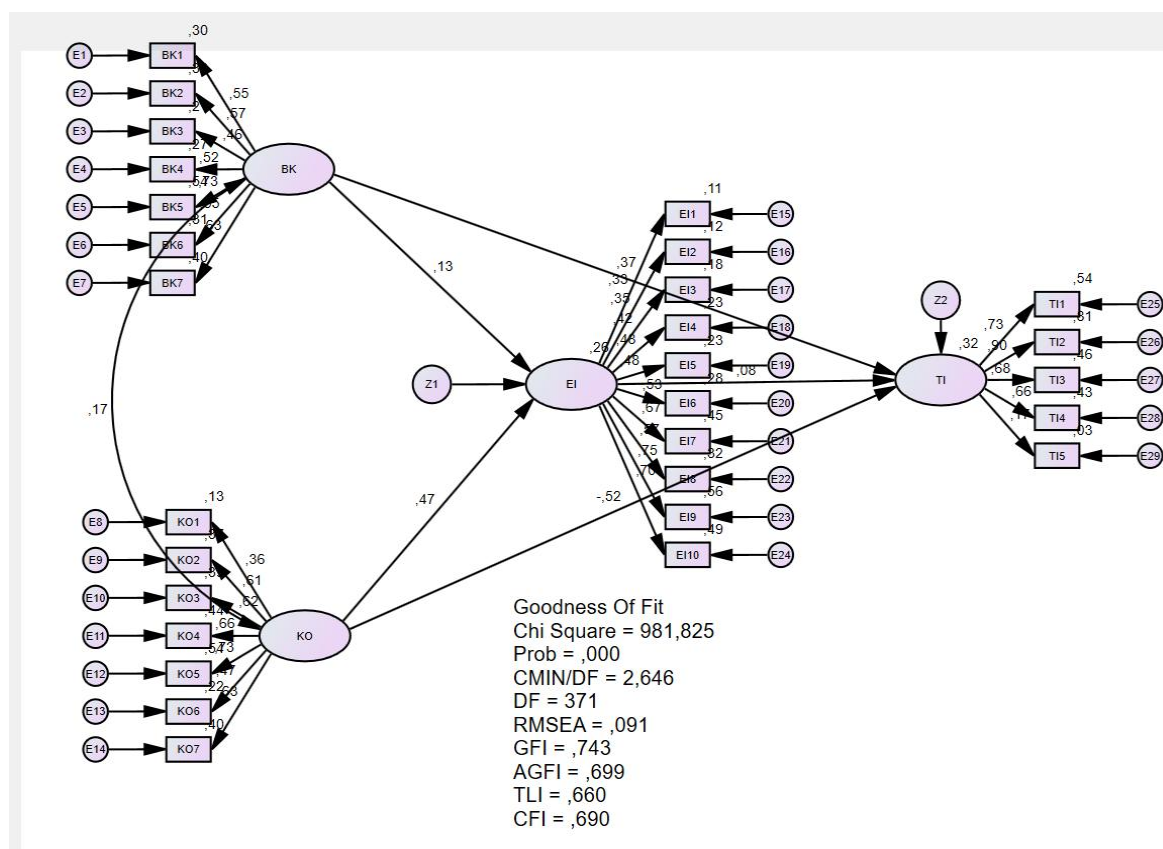
<i>Goodness of Fit Index</i>	<i>Cut-off Value</i>	Results	Model Evaluation
Chi-Square (df = 129)	Small (< 156,507)	981.25	Poor Fit
Probability	≥ 0.05	0	Not Fit
RMSEA	≤ 0.08	0.091	Marginal Fit
GFI	≥ 0.90	0.743	Poor Fit
AGFI	≥ 0.90	0.699	Poor Fit
CMIN/DF	≤ 2.00	2,646	Acceptable Fit
TLI	≥ 0.95	0.66	Poor Fit
CFI	≥ 0.95	0.69	Poor Fit

Table 4 indicates that the model does not fully meet the recommended goodness-of-fit

criteria. The significant Chi-square value ($p < 0.05$) suggests a lack of model fit; however, this index is known to be highly sensitive to large sample sizes and often yields significant results. The CMIN/DF value of 2.646 falls within the acceptable range, indicating a reasonable level of model fit. In addition, the RMSEA value of 0.091 is categorized as marginal fit, which is still considered acceptable in Structural Equation Modeling (SEM) analysis.

On the other hand, the GFI, AGFI, TLI, and CFI values do not meet the recommended cut-off criteria, indicating that the model has not achieved an optimal level of fit. According to Byrne (2020), SEM evaluation does not require all fit indices to be satisfied simultaneously. Model adequacy should be assessed comprehensively by considering multiple fit indices together.

Therefore, the proposed model can be classified as having a marginal level of fit and is still considered appropriate for hypothesis testing and further analysis of the relationships among variables.



Picture 1

AMOS Processing Output

Source: Primary data, author's calculation, 2026

Hypothesis Testing

Direct effect testing was conducted to examine the causal relationships among variables in the proposed research model using Structural Equation Modeling (SEM). The significance of the relationships was determined based on the p-value criterion of ≤ 0.05 , indicating statistically

significant effects.

Tabel 5
Results of Direct Effects Testing

Hypothesis	Relation	β	p-value	Description
H1	WL $\rightarrow$ TI	0,483	0,001	Accepted
H2	OC $\rightarrow$ TI	-0,803	0,001	Accepted
H3	EI $\rightarrow$ TI	0,257	0,368	Rejected
H4	WL $\rightarrow$ EI	0,054	0,154	Rejected
H5	OC $\rightarrow$ EI	0,238	0,001	Accepted

Source: Primary data, author's calculation, 2026

Based on Table 5, workload has a positive and significant effect on turnover intention, indicating that higher workload tends to increase employees' intention to leave the organization. In contrast, organizational commitment shows a negative and significant effect on turnover intention, suggesting that stronger employee attachment to the organization reduces the likelihood of turnover intention.

However, emotional intelligence is not found to have a significant effect on turnover intention. This finding implies that individual psychological factors do not directly determine employees' decisions to leave the organization in this context. In addition, workload does not have a significant effect on emotional intelligence, indicating that the ability to manage emotions is not directly influenced by job demands. On the other hand, organizational commitment has a positive and significant effect on emotional intelligence, suggesting that stronger attachment to the organization may contribute to the development of employees' emotional regulation capabilities.

The indirect effects were examined to assess the mediating role of emotional intelligence using the bootstrapping approach in Structural Equation Modeling (SEM). Mediation was considered to be present when the indirect effect was statistically significant at the 5 percent significance level ($p \leq 0.05$).

Tabel 6
Results of Indirect Effects Testing

Hypothesis	Relation	Indirect Effect	Description
H6	WL $\rightarrow$ EI $\rightarrow$ TI	0,011	Rejected
H7	OC $\rightarrow$ EI $\rightarrow$ TI	0,04	Rejected

Source: Primary data, author's calculation, 2026

Table 6 presents the results of the indirect effect testing, indicating that emotional intelligence does not function as a mediating variable in the relationships between workload and turnover intention, as well as between organizational commitment and turnover intention. The estimated indirect effects are relatively small and statistically insignificant, suggesting that emotional intelligence does not meet the criteria as a mediator. The non-significant mediating role

is further supported by previous findings indicating that emotional intelligence does not have a significant effect on turnover intention. This suggests that the influence of workload and organizational commitment on turnover intention tends to be more direct rather than operating through individual psychological mechanisms.

These results also indicate that organizational factors play a more dominant role than individual psychological factors in explaining turnover intention.

The Effect of Workload on Turnover Intention

The results indicate that workload has a positive effect on turnover intention, suggesting that increased job demands encourage employees to leave the organization. In the context of the manufacturing industry, high production targets, intensive work pace, and tight deadlines contribute to work fatigue, which in turn leads to a higher intention to quit. This finding is consistent with prior research by Ganewatta and Hiroshima (2023) which stated that work pressure contributes to higher turnover intention. From a theoretical perspective, the Job Demands–Resources (JD-R) Theory explains that excessive job demands can trigger work stress and exhaustion, ultimately increasing employees' intention to leave (Demerouti et al., 2001). Therefore, workload can be considered a key determinant of turnover intention, particularly among employees with high job mobility.

The Effect of Organizational Commitment on Turnover Intention

Organizational commitment is found to have a negative effect on turnover intention, indicating that stronger employee attachment is associated with a lower intention to leave the organization. This finding is consistent with previous studies by Firdaus and Lusiana (2020) and Ramalho Luz et al. (2018) which indicated that organizational commitment plays a significant role in reducing turnover intention. From the perspective of Social Exchange Theory, a positive reciprocal relationship between employees and the organization fosters loyalty and strengthens the intention to remain (Blau, 1964). In addition, Meyer et al. (1993) strongly argue that organizational commitment reflects a psychological attachment that enhances employee retention. In the context of the manufacturing industry, organizational commitment becomes a strategic factor in maintaining workforce stability.

The Effect of Emotional Intelligence on Turnover Intention

The results indicate that emotional intelligence does not have a significant effect on turnover intention, suggesting that this hypothesis is not empirically supported. This finding implies that an individual's ability to manage emotions is not a primary determinant of the decision to leave the organization. The result is consistent with the study of Binti Arti and Kurniawati (2024) which found that emotional intelligence does not directly influence turnover intention.

However, this finding contrasts with findings by Giao et al. (2020) which show that emotional intelligence can reduce turnover intention through its protective role against work-related stress. From the perspective of Social Exchange Theory and the Mobley Turnover Model, employees' decisions to leave are more strongly influenced by organizational factors, such as working conditions and organizational commitment, rather than individual psychological factors. This perspective helps explain the non-significant effect of emotional intelligence observed in this study.

The Effect of Workload on Emotional Intelligence

The results indicate that workload does not have a significant effect on emotional intelligence, suggesting that the ability to manage emotions is not directly influenced by job demands. This finding is supported by the study of Sinollah and Soetjipto (2025) which shows that emotional intelligence does not consistently mitigate the impact of workload. From a theoretical perspective, emotional intelligence is considered a competency that develops through long-term experience and learning, making it relatively stable despite changes in working conditions (Goleman, 2001). Therefore, this hypothesis is not empirically supported. In the context of the manufacturing industry, employees tend to adapt to work pressure over time, so variations in workload do not directly affect their emotional regulation capabilities.

The Effect of Organizational Commitment on Emotional Intelligence

The results indicate that organizational commitment has a positive and significant effect on emotional intelligence, suggesting that stronger employee attachment enhances their ability to manage emotions in the workplace. This finding supports Social Exchange Theory Blau (1964) which posits that positive relationships between employees and the organization foster constructive attitudes and behaviors, including emotional regulation. It is also consistent with Sharfras Navas and Vijayakumar (2018), who highlight that organizational commitment contributes to the development of positive psychological conditions that facilitate emotional intelligence. Furthermore, Meyer et al. (1993) emphasize that organizational commitment reflects psychological attachment that encourages supportive work behaviors. In the manufacturing context, where teamwork and coordination are essential, employees with higher commitment are more likely to regulate emotions effectively and maintain harmonious working relationships. Accordingly, Hypothesis 5 is supported, indicating that organizational commitment plays an important role in enhancing employees' emotional intelligence.

The Mediating Role of Emotional Intelligence in the Relationship between Workload and Turnover Intention

Emotional intelligence is not found to mediate the relationship between workload and turnover intention, indicating that the effect of workload on turnover intention is predominantly direct. Accordingly, this hypothesis is not empirically supported. This finding is consistent with prior studies by Dibaji and Massah (2023) then Hung et al. (2025) which suggest that emotional intelligence does not significantly reduce turnover intention in the absence of supporting variables. From the perspective of the Job Demands–Resources (JD-R) Theory Demerouti et al. (2001), workload as a job demand directly contributes to work stress and influences employees' decisions to leave the organization. These results imply that, within the manufacturing context, work pressure plays a more decisive role in shaping turnover intention than individual emotional regulation capabilities.

The Mediating Role of Emotional Intelligence in the Relationship between Organizational Commitment and Turnover Intention

Emotional intelligence is not found to mediate the relationship between organizational commitment and turnover intention, indicating that the effect of organizational commitment is predominantly direct. Accordingly, this hypothesis is not empirically supported. This finding is consistent with Binti Arti and Kurniawati (2024) who report that emotional intelligence does not play a direct role in determining turnover intention. From the perspective of Social Exchange

Theory Blau (1964) ,organizational commitment reflects the quality of the employee – organization relationship, which directly influences employee loyalty. Meyer et al. (1993) further emphasize that organizational commitment is a key determinant of employees’ intention to remain. Therefore, in the manufacturing context, organizational commitment appears to play a more dominant role in reducing turnover intention than the mediating role of emotional intelligence.

CONCLUSION

This study aims to examine the effects of workload and organizational commitment on turnover intention, with emotional intelligence as a mediating variable in the manufacturing context. The findings indicate that workload increases employees’ intention to leave, while organizational commitment reduces turnover intention, suggesting that the research objectives have been achieved. In contrast, emotional intelligence does not have a direct effect on turnover intention nor does it function as a mediating variable, indicating that employees’ decisions to stay or leave are more strongly influenced by organizational factors than individual psychological factors. These results highlight that workload and organizational commitment are the primary determinants of turnover intention in this context. From a managerial perspective, organizations should prioritize managing structural factors by ensuring a balanced workload distribution, setting realistic performance targets, and implementing adaptive work systems to reduce excessive job pressure. Strengthening organizational commitment is also essential, which can be achieved through clear career development paths, fair reward systems, and effective communication between management and employees. Additionally, considering that the workforce is predominantly composed of younger employees with relatively short tenure, organizations should develop retention strategies tailored to early career stages, such as mentoring and competency development programs. Although emotional intelligence does not directly influence turnover intention, its development remains relevant for enhancing interpersonal relationships, communication, and teamwork effectiveness. This study is subject to several limitations, including the limited scope of variables, which may not fully capture the complexity of turnover intention, the focus on a single manufacturing company that restricts generalizability, and the limitations of the measurement model and overall model fit. Furthermore, the use of a quantitative approach with closed-ended questionnaires limits deeper exploration of respondents’ subjective perspectives. Future research is therefore recommended to incorporate additional variables, expand the research context, and integrate quantitative and qualitative approaches to provide a more comprehensive understanding of turnover intention dynamics.

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