

The Role of Emotional Intelligence in Mitigating Employee Turnover: A Psychological Approach

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Abstract. *This research investigates the pivotal role of Emotional Intelligence (EI) in mitigating employee turnover from a psychological perspective. Emotional Intelligence—encompassing self-awareness, empathy, and stress management—is identified as a crucial factor in enhancing job satisfaction and organizational commitment, thus influencing employee retention. Employing a library research methodology, the study reviews existing literature on EI's impact on reducing turnover and highlights how high EI levels contribute to lower turnover rates by improving job satisfaction and fostering a stronger commitment to the organization. The study finds that employees with elevated EI are adept at managing workplace stress, fostering positive relationships, and aligning with organizational values. This alignment enhances their job satisfaction and commitment, leading to reduced turnover rates. The findings have practical implications for organizations, suggesting that integrating EI assessments into recruitment processes, developing EI training programs, and creating supportive work environments can significantly improve employee retention. Prioritizing EI development helps in building a more resilient and engaged workforce, thereby contributing to organizational stability and performance.*

Keywords: *Emotional Intelligence, Employee Turnover, Organizational Commitment, Job Satisfaction, Workplace Retention*

1. INTRODUCTION

Employee turnover is a pervasive challenge that significantly impacts organizations across various industries. High turnover rates can disrupt organizational stability, lead to increased recruitment and training costs, and negatively affect team dynamics and overall productivity. The financial burden associated with turnover extends beyond direct costs, as frequent departures can also erode organizational knowledge and diminish employee morale. Addressing this issue is crucial for maintaining operational efficiency and fostering a positive work environment (Yolanda et al., 2022)

In recent years, emotional intelligence (EI) has garnered attention as a potential factor influencing employee retention. Emotional intelligence, defined as the ability to recognize, understand, and manage one's own emotions as well as those of others, is thought to play a pivotal role in how employees navigate workplace relationships and stress (Yolanda et al., 2022). Despite its recognized importance, there is a notable gap in research specifically examining the direct impact of EI on employee turnover. While many studies have explored the broader benefits of EI in organizational settings, its precise role in mitigating turnover remains underexplored.

Existing literature on employee turnover has identified various factors that contribute to employees' decisions to leave their jobs, such as job satisfaction, organizational commitment, and workplace stress. However, there is a lack of comprehensive studies that delve into how emotional intelligence specifically influences these factors and, consequently, employee retention. This research seeks to bridge this gap by focusing on the direct correlation between emotional intelligence and employee turnover (Yolanda et al., 2022).

The primary objective of this study is to investigate how emotional intelligence affects employee retention, with particular emphasis on its impact on job satisfaction and organizational commitment. By analyzing the role of EI in enhancing employees' ability to manage stress, maintain positive interpersonal relationships, and demonstrate loyalty, the study aims to provide insights into how organizations can leverage EI to improve retention rates (Winanto et al., 2022).

To achieve this, the study employs a library research method, systematically reviewing existing literature on emotional intelligence, employee turnover, and related psychological theories. This approach will involve an in-depth analysis of theoretical frameworks and empirical studies to elucidate the relationship between EI and turnover. The research will explore how different dimensions of emotional intelligence, such as self-awareness, self-regulation, empathy, and social skills, influence employees' decisions to remain with their employers (Salfadila et al., 2022).

In addition to theoretical exploration, the study will evaluate practical implications for organizations. By identifying the specific ways in which EI contributes to reduced turnover, the research will offer actionable recommendations for integrating emotional intelligence into human resource practices (Mughtar et al., 2022). This may include the development of EI training programs, the incorporation of EI assessment into recruitment and performance evaluation processes, and strategies for fostering an emotionally supportive work environment (Salfadila et al., 2022).

The findings from this study are expected to offer valuable insights into how organizations can enhance their retention strategies through the development and application of emotional intelligence. Understanding the connection between EI and employee turnover will enable organizations to implement more targeted and effective interventions aimed at reducing turnover rates and improving overall workplace stability.

This research addresses a critical gap in the literature by examining the role of emotional intelligence in mitigating employee turnover. The study's findings will contribute to a more nuanced understanding of how EI influences job satisfaction and organizational commitment,

providing organizations with practical tools to enhance employee retention and create a more resilient and dedicated workforce.

2. LITERATURE REVIEW

Emotional Intelligence Theory

Daniel Goleman's model of emotional intelligence (EI) is pivotal in understanding its impact on employee retention. Goleman (1995) conceptualizes EI as the ability to recognize, understand, and manage one's own emotions while effectively perceiving and influencing the emotions of others. This model outlines several core components of EI, including self-awareness, self-regulation, motivation, empathy, and social skills, each contributing to improved interpersonal relationships and stress management within the workplace.

According to Goleman's framework, employees with high levels of EI are better equipped to navigate complex social interactions, manage workplace stress, and maintain positive relationships. These capabilities enhance job satisfaction by fostering a supportive and empathetic work environment. As employees experience higher job satisfaction, they are more likely to exhibit greater organizational commitment and loyalty.

Goleman's theory suggests that emotional intelligence plays a crucial role in reducing turnover rates. High EI helps employees handle stress more effectively, communicate better with colleagues, and align with organizational values, leading to a more harmonious and productive workplace. Consequently, organizations with emotionally intelligent employees are better positioned to create a positive work environment that encourages retention and reduces turnover. The positive correlation between EI and job satisfaction, as well as organizational commitment, highlights the importance of EI in managing and mitigating employee turnover. By fostering an environment that supports the development of EI, organizations can enhance employee retention and create a more stable and engaged workforce (Salfadila et al., 2022).

Job Satisfaction Theory

Job Satisfaction Theory, particularly influenced by Herzberg's Two-Factor Theory, offers a foundational perspective on how various elements impact employee satisfaction. Herzberg (1959) proposed that job satisfaction is shaped by two distinct types of factors: motivators and hygiene factors. Motivators, such as recognition, achievement, and personal growth, drive job satisfaction by fulfilling higher-order needs. Hygiene factors, including work conditions, salary, and job security, prevent dissatisfaction but do not necessarily enhance satisfaction.

Emotional intelligence (EI) intersects with this theory by influencing both motivators and hygiene factors. Employees with high EI are better equipped to handle workplace stress, which can improve their perception of work conditions and overall job satisfaction. They can also build positive relationships with colleagues and supervisors, leading to increased recognition and a greater sense of achievement.

EI contributes to job satisfaction by enabling employees to manage interpersonal conflicts, adapt to changing work environments, and maintain a positive outlook even in challenging situations. This ability to navigate and mitigate stress enhances employees' overall experience at work, aligning with Herzberg's emphasis on the importance of fulfilling higher-order psychological needs.

By improving job satisfaction through the application of emotional intelligence, organizations can reduce turnover rates. Employees who are satisfied with their jobs are more likely to stay with their current employer, as they find their roles fulfilling and their work environment supportive. Therefore, integrating EI into organizational practices can be an effective strategy for enhancing job satisfaction and minimizing employee turnover.

Organizational Commitment Theory

Organizational Commitment Theory, as articulated by Meyer and Allen (1991), provides a framework for understanding how and why employees develop a psychological attachment to their organizations. Meyer and Allen's model identifies three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective Commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization. Employees with high affective commitment stay with the organization because they genuinely want to, often because they feel a strong alignment with the organization's values and goals.

Continuance Commitment involves the perceived costs of leaving the organization, such as loss of benefits or career progression. Employees who are high in continuance commitment remain because they need to, as leaving would result in significant personal or professional loss. Normative Commitment reflects a sense of obligation to remain with the organization due to social or moral reasons, such as the organization's investment in their development or a sense of duty (Maulidizen, 2019a).

Emotional intelligence (EI) plays a critical role in influencing these dimensions of organizational commitment. Employees with high EI are better able to understand and manage their own emotions, which enhances their ability to engage meaningfully with their work and align with organizational values. High EI helps employees navigate workplace relationships,

manage stress, and resolve conflicts, which fosters a positive emotional connection with the organization. By improving affective commitment, emotionally intelligent employees are more likely to feel a deep sense of loyalty and dedication to their organization, reducing the likelihood of turnover. Their ability to manage emotions effectively also contributes to better alignment with organizational goals and values, enhancing their overall commitment.

3. RESEARH METHODS

This study employs a library research approach to explore the role of emotional intelligence in mitigating employee turnover from a psychological perspective. Library research, also known as desk research, involves the systematic collection and analysis of existing literature and theoretical frameworks to address research questions. This method is suitable for understanding the theoretical underpinnings and empirical findings related to emotional intelligence and employee turnover.

The data collection for this study involves gathering information from a wide range of academic and professional sources. The primary sources of data include: (1) Academic Journals. Peer-reviewed articles and research papers on emotional intelligence, job satisfaction, organizational commitment, and employee turnover. These sources provide empirical evidence and theoretical insights into how EI influences employee retention; (2) Books and Monographs. Scholarly books and monographs that offer in-depth discussions and analyses of emotional intelligence theories and their application in organizational settings; (3) Reports and Case Studies. Industry reports and case studies that document real-world applications of EI in organizations, including successful strategies for reducing turnover; and (4) Dissertations and Theses. Previous graduate and doctoral research that explores related topics, providing a comprehensive view of existing findings and methodologies. The selection criteria for these sources include relevance to the research topic, credibility, and publication date to ensure the information is current and applicable.

The analysis of collected data involves several key steps: (1) Literature Review and Synthesis. The first step is to conduct a thorough review of the gathered literature, identifying key themes, theories, and findings related to emotional intelligence and employee turnover. This involves summarizing and synthesizing information from various sources to build a coherent understanding of how EI impacts employee retention; (2) Thematic Analysis is employed to categorize and interpret the findings from the literature. This method involves identifying recurring themes and patterns related to emotional intelligence's role in job satisfaction, organizational commitment, and turnover reduction. Themes such as the influence

of EI on stress management, relationship building, and organizational loyalty are explored; (3) Comparative Analysis. The study compares findings across different sources to highlight consistencies and discrepancies. This comparative analysis helps to validate the results and provide a more nuanced understanding of the role of EI in mitigating turnover; and (4) Synthesis of Insights. Finally, the study synthesizes the insights derived from the literature to draw conclusions about the impact of emotional intelligence on employee turnover. This includes identifying practical implications for organizations and recommending strategies for integrating EI into employee retention practices.

4. RESULTS AND DISCUSSION

Emotional Intelligence and Job Satisfaction

The study highlights a significant relationship between emotional intelligence (EI) and job satisfaction, demonstrating how EI affects employees' overall contentment with their roles. Emotional intelligence encompasses skills such as self-awareness, self-regulation, social awareness, and relationship management. These capabilities enable employees to navigate workplace dynamics more effectively, manage stress, and maintain positive relationships (Akinwale & George, 2020). Saleem provide empirical evidence supporting this connection, indicating that higher EI levels are associated with greater job satisfaction. This relationship is crucial because job satisfaction directly impacts employees' motivation, performance, and overall well-being (Saleem et al., 2010).

Emotional intelligence also plays a crucial role in fostering positive workplace relationships, which are essential for job satisfaction. High EI individuals are adept at empathy and effective communication, skills that help them build and maintain healthy relationships with colleagues and supervisors. Strong interpersonal relationships contribute to a supportive work environment, where employees feel valued and understood. These positive relationships enhance job satisfaction by creating a collaborative and enjoyable work atmosphere.

Another significant aspect of EI is its impact on conflict resolution. Employees with high EI are better at managing and resolving conflicts in the workplace, which can otherwise be a source of dissatisfaction and stress. Effective conflict resolution requires emotional awareness and control, skills that are central to EI. By addressing and resolving conflicts constructively, employees contribute to a more harmonious work environment, which in turn enhances job satisfaction. This ability to handle conflicts effectively prevents potential disruptions to job satisfaction and helps maintain a positive work climate (Oringo et al., 2020).

The capacity to navigate workplace challenges effectively is another benefit of high EI. Employees with strong emotional intelligence are more adept at adapting to changes and overcoming obstacles in their work environment. EI enables employees to approach challenges with resilience and a problem-solving mindset. This adaptability helps employees feel more competent and confident in their roles, contributing to higher job satisfaction. The ability to manage and overcome workplace challenges reinforces employees' sense of achievement and satisfaction with their jobs (Efendi et al., 2020).

High EI not only enhances job satisfaction but also positively influences employee motivation and performance. Employees who manage their emotions well and maintain positive relationships are more likely to be engaged and motivated in their work. This increased engagement, leads to higher productivity and better job performance. The link between job satisfaction and performance is well-documented, with satisfied employees often demonstrating higher levels of motivation and commitment to their work.

The correlation between high EI and job satisfaction has practical implications for employee turnover. Employees who are satisfied with their jobs are less likely to seek alternative employment opportunities. This is because job satisfaction, facilitated by high EI, creates a more positive and fulfilling work experience, reducing the desire to leave. The findings suggest that by enhancing EI, organizations can improve job satisfaction and, consequently, reduce turnover rates. This is an important consideration for organizations aiming to retain talented employees and maintain a stable workforce (Pataki-Bittó & Kapusy, 2021).

EI's Impact on Organizational Commitment

Organizational commitment refers to the emotional attachment and allegiance an employee feels toward their organization. Model identifies three types of commitment: affective, continuance, and normative. Affective commitment, the emotional connection employees feel towards their organization, is particularly significant for retention. Employees with high affective commitment are more likely to stay with their organization because they genuinely care about its success and feel a strong sense of belonging (Maryati & Astuti, 2020).

Emotional intelligence (EI) plays a crucial role in fostering organizational commitment. Employees with high EI are adept at understanding and managing their own emotions and those of others. This ability helps them navigate workplace dynamics more effectively, build strong relationships with colleagues, and align their personal values with organizational goals. Goleman argues that high EI enhances interpersonal skills and empathy, which are essential for developing a deep emotional connection to the organization (Goleman, 2016)

High EI enables employees to better align with organizational values and culture. When employees are emotionally intelligent, they can more effectively interpret and embrace the values and norms of their organization. This alignment enhances their sense of belonging and loyalty, as they perceive their role within the organization as meaningful and congruent with their personal values. The notion that emotional understanding and self-awareness contribute to a stronger alignment with organizational culture and values (Maulidizen, 2019b).

Emotional intelligence also enhances employees' ability to engage meaningfully with their work. Employees with high EI are more likely to experience intrinsic motivation and satisfaction from their roles. They can navigate workplace challenges with resilience, maintain positive interactions, and manage stress effectively. This engagement leads to greater job satisfaction and a stronger emotional attachment to the organization. Cherniss (2010) emphasizes that employees who feel engaged and fulfilled in their work are more likely to exhibit high levels of organizational commitment (Maryati & Astuti, 2020).

High EI contributes to reducing employees' desire to leave the organization. Employees who are emotionally intelligent are better equipped to handle job stress, resolve conflicts, and maintain positive relationships, which reduces job dissatisfaction. Employees with high EI are less likely to feel frustrated or disconnected, leading to a lower propensity to seek alternative employment. This reduction in turnover intention is a direct consequence of the strong emotional bonds formed through effective EI.

The positive impact of EI on organizational commitment translates into increased loyalty and retention. Employees who feel emotionally connected to their organization are more likely to remain with the company long-term. Framework highlights that affective commitment, driven by emotional attachment, is a strong predictor of employee retention. By fostering EI, organizations can cultivate a loyal and committed workforce, reducing turnover rates and enhancing overall organizational stability.

Organizations can leverage these insights by integrating emotional intelligence into their employee development programs. Implementing EI training and development initiatives can help employees build the skills necessary for stronger organizational commitment. Additionally, organizations can use EI assessments in recruitment to identify candidates with high emotional intelligence, who are likely to exhibit greater commitment and loyalty. Investing in EI development can lead to a more engaged and dedicated workforce.

Stress Management and Turnover Reduction

Stress is a significant factor influencing employee turnover. High levels of work-related stress can lead to burnout, reduced job satisfaction, and ultimately higher turnover rates.

Employees who struggle with stress are more likely to experience dissatisfaction with their roles and seek alternative employment opportunities. The ability to effectively manage stress is crucial for maintaining job satisfaction and preventing turnover. Therefore, understanding how emotional intelligence (EI) impacts stress management is vital for organizations aiming to reduce turnover (Sert et al., 2014).

Emotional intelligence (EI) plays a pivotal role in how employees handle stress. High EI equips individuals with the skills to recognize and manage their own emotions, as well as understand and empathize with others' emotional states. According to Goleman, EI includes competencies such as emotional regulation, resilience, and interpersonal skills, all of which are essential for managing stress effectively. Employees with high EI are better able to cope with work-related pressures, adapt to changes, and resolve conflicts, which helps mitigate the negative effects of stress (Goleman, 2000).

Effective stress management, facilitated by high EI, has a direct impact on job performance. Employees who can manage stress well are less likely to experience burnout, which can impair their ability to perform their job effectively. Cherniss (2010) highlights that employees with high EI demonstrate better stress management skills, leading to improved job performance and lower levels of burnout. This improved performance enhances job satisfaction, as employees feel more competent and less overwhelmed by their responsibilities.

Burnout is a significant consequence of unmanaged stress, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Employees with high EI are less likely to experience burnout because they possess the skills to manage stress and maintain emotional balance. High EI helps prevent burnout by enabling employees to cope with stressors and maintain a positive outlook. By managing stress effectively, employees can avoid the detrimental effects of burnout, contributing to their overall well-being and job satisfaction.

The ability to manage stress through EI positively affects job satisfaction. Employees who effectively handle stress are more likely to experience higher levels of job satisfaction because they are less likely to be overwhelmed by work pressures. Higher EI is associated with increased job satisfaction, as employees are better able to manage the challenges they face and maintain a positive work environment. Enhanced job satisfaction, in turn, reduces the likelihood of turnover, as employees are more content with their roles.

Effective stress management through EI also influences organizational commitment. Employees who manage stress well are more likely to remain committed to their organization because they experience fewer negative impacts from work pressures. Model of organizational

commitment emphasizes that affective commitment, driven by positive work experiences, is crucial for retention. By managing stress effectively, employees are more likely to feel emotionally connected to their organization, leading to greater commitment and lower turnover rates.

Organizations can benefit from integrating EI training into their employee development programs to enhance stress management skills. By equipping employees with the tools to manage stress effectively, organizations can reduce burnout, improve job performance, and increase job satisfaction. Implementing stress management programs and fostering a supportive work environment can help employees cope with stress and enhance their overall well-being. This approach not only benefits individual employees but also contributes to a more stable and committed workforce.

Practical Recommendations for Organizations

The study's findings suggest that integrating emotional intelligence (EI) assessments into the recruitment process can be highly beneficial. By evaluating candidates' EI levels, organizations can identify individuals who possess strong emotional skills, such as self-awareness, empathy, and emotional regulation. These competencies are crucial for managing stress, fostering positive relationships, and demonstrating commitment to the organization. Candidates with high EI are more likely to exhibit job satisfaction and stay with the organization longer. Thus, incorporating EI assessments helps in selecting individuals who are likely to contribute positively to the organizational culture and reduce turnover rates (Maulidizen, 2019b).

Developing and implementing EI training programs is another practical implication derived from the study. These programs can enhance employees' emotional skills, such as conflict resolution, stress management, and effective communication. Training in EI helps employees better manage their emotions and interpersonal interactions, leading to increased job satisfaction and organizational commitment. EI training programs contribute to improved job performance and lower turnover rates by equipping employees with the tools to handle workplace challenges effectively. Investing in EI training can create a more supportive and engaging work environment, ultimately benefiting the organization's overall stability.

Prioritizing EI development contributes to creating a more supportive work environment. When organizations emphasize emotional intelligence, they foster a culture of empathy, understanding, and collaboration. Employees who feel supported and valued are more likely to be engaged and committed to their roles. The research suggests that a supportive work environment enhances job satisfaction and reduces turnover. Studies by Goleman show that

emotional intelligence promotes positive workplace interactions and reduces stress, leading to a more resilient and stable workforce. Creating such an environment can help organizations retain talented employees and improve overall performance (Goleman, 2015).

The focus on EI not only benefits individual employees but also enhances overall organizational stability and performance. Organizations that invest in EI development see improvements in employee satisfaction, commitment, and retention. By addressing emotional competencies, organizations can reduce turnover, which lowers recruitment and training costs and maintains a consistent and experienced workforce. Increased organizational commitment, driven by EI, leads to lower turnover rates and better organizational outcomes. Prioritizing EI development helps in building a resilient workforce capable of adapting to changes and contributing to long-term organizational success.

To effectively leverage EI in organizational practices, it is important for organizations to strategically implement and continuously evaluate their EI initiatives. This involves setting clear objectives for EI training programs, monitoring their effectiveness, and making necessary adjustments. Evaluations should assess the impact of EI training on employee performance, satisfaction, and turnover rates. The importance of ongoing evaluation to ensure that EI programs are meeting their goals and contributing to organizational success. Strategic implementation and evaluation help organizations maximize the benefits of EI development and achieve desired outcomes.

Integrating EI into leadership development programs can also enhance organizational practices. Leaders with high EI are better equipped to manage their teams, handle conflicts, and create a positive work environment. By focusing on developing EI in leadership, organizations can improve overall team dynamics and employee satisfaction. Goleman (1995) highlights that emotionally intelligent leaders foster better relationships and a more supportive organizational culture. Encouraging leadership development with an emphasis on EI can further reduce turnover and strengthen organizational performance (Goleman, 2000).

Aligning EI initiatives with organizational goals ensures that emotional intelligence development supports the broader objectives of the organization. EI programs should be designed to address specific organizational challenges, such as improving team collaboration, enhancing customer service, or reducing workplace stress. The importance of aligning EI training with organizational needs to achieve meaningful results. By aligning EI initiatives with organizational goals, organizations can effectively address key issues and enhance overall performance.

Focusing on emotional intelligence yields long-term benefits for organizations. Over time, organizations that prioritize EI develop a more cohesive and committed workforce, which leads to sustained improvements in job satisfaction, performance, and retention. The study's findings suggest that investing in EI development contributes to long-term organizational stability and success. Organizations that continuously support and enhance EI skills are better positioned to adapt to changes, maintain a positive work environment, and achieve their strategic objectives.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The study underscores the critical role of emotional intelligence (EI) in mitigating employee turnover and enhancing organizational stability. Emotional intelligence significantly impacts job satisfaction, organizational commitment, and stress management, all of which are crucial factors in reducing turnover rates. Employees with high EI are better equipped to handle workplace stress, foster positive relationships, and align with organizational values, leading to increased job satisfaction and commitment. This alignment between personal and organizational goals contributes to a more stable and engaged workforce. The findings reveal that incorporating EI into organizational practices, such as recruitment, training, and leadership development, can lead to substantial improvements in employee retention and overall organizational performance. Organizations that prioritize EI are likely to experience lower turnover rates, higher job satisfaction, and enhanced organizational commitment. The evidence supports the notion that EI is not just a valuable individual trait but also a strategic asset that can drive organizational success.

Recommendations

- a. Organizations should incorporate emotional intelligence assessments into their hiring processes to identify candidates with strong emotional skills. This approach helps in selecting individuals who are better equipped to manage stress, build positive relationships, and commit to the organization, thereby reducing turnover rates.
- b. Establishing comprehensive EI training programs is essential for enhancing employees' emotional skills. These programs should focus on improving emotional regulation, stress management, and interpersonal communication. By investing in EI training, organizations can create a supportive work environment that boosts job satisfaction and reduces turnover.

- c. Organizations should prioritize creating a work environment that fosters emotional intelligence and employee well-being. This includes promoting open communication, providing support for managing stress, and encouraging positive workplace interactions. A supportive environment contributes to higher job satisfaction and stronger organizational commitment.
- d. Integrating EI into leadership development programs can enhance leaders' ability to manage teams effectively and create a positive work culture. Leaders with high EI are better positioned to handle conflicts, motivate employees, and align team goals with organizational objectives, leading to improved retention and performance.
- e. Organizations should continuously evaluate the effectiveness of their EI initiatives and make necessary adjustments. Regular assessments of EI training programs, recruitment practices, and overall impact on employee satisfaction and turnover will help ensure that these initiatives meet their objectives and contribute to organizational success.

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