

The Influence of Emotional Intelligence and Transformational Leadership on Turnover Intention Through Work Motivation as an Intervening Medium on Generation Z Mekaar Employees of PT Permodalan Nasional Madani

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ABSTRACT

The aim of this research is to analyze the influence of emotional intelligence on turnover intention, transformational leadership on turnover intention, emotional intelligence on work motivation, transformational leadership on work motivation, work motivation on turnover intention, transformational leadership on turnover intention through work motivation, emotional intelligence on turnover intention through work motivation. This research is quantitative approach with purposive sampling technique. The population are Account Officer (AO) from 62 branches of PT PNM categorized as Generation Z, totaling 41,253. The sample 2327 respondent. This research uses a questionnaire measured on a Likert scale, and data analysis using SmartPLS-SEM

INTRODUCTION

An organization or company cannot be separated from the important role of Human Resources (HR) which is the core element in driving the business motor and all activities carried out by the company. There are many ways that companies can do to be able to provide welfare and keep employees who have high quality to survive and perform well, minimize the level of employee turnover by paying attention to all the factors that cause employees to move or resign. According to data from the Central Statistics Agency (BPS) in 2020, it is stated that generation Z is currently the highest generation in number after the millennial generation with a total of 71,509,082 million people (<https://sensus.bps.go.id/topik/tabular/sp2020/2/0/0>) and is believed to continue to increase over time. Generation Z has characteristics that are constantly connected to two worlds, the reality world and the online or digital world. Generation Z tends to have less independence than previous generations. Many Generation Zs are confident in their abilities, but require ongoing feedback and direction in the workplace (Luttrell & McGrath, 2021).

Despite having the characteristics needed by companies, it turns out that there are potential risks that companies must know when recruiting Generation Z. According to a survey conducted by Deloitte Millennial Survey 2018, 61% of Gen Z respondents decided to change jobs in less than two years. This condition persists even in the midst of difficult times such as a pandemic. (deloitte.com, 2018). In September 2021, the Forbes article conveyed the results of the 2021 Adobe Survey research that 56% of Gen Z respondents planned to change jobs (Forbes, 2021). In line with this, surveys conducted by Microsoft Survey and Bankrate both concluded that 54% and 77% of respondents who are Gen Z are thinking of quitting their jobs (deloitte.com, 2018).

This phenomenon certainly causes unrest for many business people. Employee turnover behavior cannot be measured directly, but appears through intention, so companies can analyze turnover intention (Mujiati & Dewi, 2016). Turnover intention is the intention to leave the company voluntarily, which can affect the status of the company and will definitely affect employee productivity (Issa et.al, 2013). Things that cause turnover can be influenced by various factors including salary (Robbins & Judge, 2017), leadership (Robbins & Judge, 2017), age (Jewel and Siegall, 1998) and negative emotions (Robbins, 2001). Suryani & Heryana (2018) confirmed in their research that young adults have a higher percentage of turnover intention compared to older adult respondents.

The turnover rate tends to be high in young employees usually because these employees still have the desire to try other jobs. Young workers or generation Z are those born after 1997 (Brown, 2020; Francis & Hoefel, 2018; Linnes & Metcalf, 2017) or often referred to as the post-millennial generation. Furthermore, it is said that generation Z employees will be motivated to work hard and stay long in an organization where the leadership role can consistently present trust, support and care for all employees to develop professionally (Kronos Incorporated, 2019). Pungsoonthorn & Charoensukmongkol (2018) examined that there is a negative relationship between transformational leadership behavior and turnover intention because transformational leaders

recognize and value people, listen, educate, and guide, and delegate work to team members. This leadership is known as a people-centered leader by showing compassion and care. The results of other studies prove that transformational leadership has a positive and significant effect on turnover intention (Gyanmar & Ahmad, 2024). The management of such a large number of employees is certainly inseparable from the turnover that often occurs from year to year, and this is felt by PNM, where the majority of employees are generation Z. According to the data obtained, there is an increase in employee resignation data in 2021 by 79.1%, and in 2022 by 76.5% and in 2023 by 78.5% with the following details:

Table 1. Employee Resignation Data of PNM Mekaar Employees (2021 - 2023)

Position	2023	2022	2021	Grand Total
Area Head	0,4%	0,2%	0,3%	0,3%
Head of Mekaar Unit	3,8%	4,1%	4,2%	4,0%
Senior Account Officer	8,1%	9,6%	8,1%	8,6%
Finance Administration Officer	9,2%	9,6%	8,3%	9,1%
Account Officer	78,5%	76,5%	79,1%	77,9%
Grand Total	100,0%	100,0%	100,0%	100,0%

Based on the data above, it is conveyed that the Account Officer position is the position that has the highest turnover, where the age of AO workers is in the age range of 18 - 25 years. It is also reinforced by data on resigned employees in the Mekaar Business that the age range of 21 - 25 years is the age range with the most turnover in 2022 - 2023.

Table 2. Age Data of Resigned Employees of Mekaar Employees (2022 - 2023)

Age	2023	2022
18 - 20	33,59%	19,26%
21 - 25	60,18%	73,23%
26 - 33	6,18%	7,47%
34 - 41	0,04%	0,04%
42 - 49	0,01%	0,00%
≥ 50	0,00%	0,00%
Grand Total	100,00%	100,00%

The most reasons for resigning around 47.7% because of absenteeism on the grounds that the workplace is not safe and comfortable. And based on the survey results related to exit interviews that have been conducted in October 2023 to AOs who have resigned, it is said that there is discomfort at work that causes employees to want and finally resign is to get bad treatment by superiors and coworkers, superiors often say harsh words so that it causes demotivation of their work. However, of the reasons given by several AOs who have resigned, the percentage that causes resignation is working hours that are almost too often going home at night (67%), communication with superiors who tend to be rude (14%), an uncomfortable work environment (10%) and giving targets to AOs that

are quite high (9%) and occur at an average age in the age range 21-25 years. It is certainly a concentration that needs to be managed for the reasons why these generation Z workers resigned from the company. This shows that there are additional employees resigning from year to year which certainly has a negative impact on company performance. The purpose of this research was carried out with the following objectives:

1. To analyze the effect of emotional intelligence on turnover intention in generation Z employees at PT Permodalan Nasional Madani.
2. To analyze the effect of transformational leadership on turnover intention in generation Z employees at PT Permodalan Nasional Madani.
3. To analyze the effect of emotional intelligence on work motivation in generation Z employees at PT Permodalan Nasional Madani.
4. To analyze the effect of transformational leadership on work motivation in generation Z employees at PT Permodalan Nasional Madani.
5. To analyze the effect of work motivation on turnover intention in generation Z employees at PT Permodalan Nasional Madani.
6. To analyze the effect of transformational leadership on turnover intention through work motivation in generation Z employees at PT Permodalan Nasional Madani.
7. To analyze the effect of emotional intelligence on turnover intention through work motivation in generation Z employees at PT Permodalan Nasional Madani.

LITERATURE REVIEW

Emotional Intelligence

Emotional intelligence is strongly influenced by the environment, is not permanent, and can change at any time. In the word college dictionary, emotion is any series of thoughts or feelings, passions and any intense or overwhelming mental state while the intelligence referred to here is interpersonal intelligence and intrapersonal intelligence, where the emotional intelligence obtained puts individual emotions in the right portion, assesses satisfaction and regulates mood and builds good social relationships. Meanwhile, as reported in the Mental Health America article (2023) Emotional Intelligence (EI) is a person's ability to manage their own emotions and understand the emotions of those around them. In the work environment, the ability to recognize and understand emotions is very important to build good relationships with teams, colleagues, and superiors so that every behavior or decision that arises is not impulsive, but based on analysis with good emotional conditions.

Emotional intelligence requires monitoring feelings to learn to recognize, appreciate feelings in oneself and others and respond appropriately, apply effectively emotional energy in everyday life. . Goleman (2020) explains in the latest book Emotional Intelligence redefines that emotional intelligence is a person's ability which consists of various abilities to motivate oneself, endure frustration, control impulses, not overestimate pleasure or distress, be able to regulate reactive needs, keep stress free, not paralyzing the ability to think and the ability to empathize with others and the principle of trying to pray. Furthermore, it is said that emotional intelligence teaches oneself to understand one's own feelings and of course appreciate the feelings of others.

Daniel Goleman (2020) also describes emotional intelligence in 5 main ability aspects, namely:

1. Recognizing Self-Emotions

It is an ability to recognize feelings as they occur. This ability is the basis of emotional intelligence, psychologists say Recognizing one's own emotions is an ability to recognize feelings as they occur. This ability is the basis of emotional intelligence, psychologists refer to self-awareness as metamood, which is a person's awareness of their own emotions. According to (Goleman, 2020) self-awareness is being aware of moods and thoughts about moods, if less vigilant, individuals become easily dissolved in the flow of emotions and are controlled by emotions.

2. Managing emotions

Proper and harmonious emotional management will result in directed emotional control and excessive emotions that increase in intensity for too long will tear our stability (Goleman, 2020). This ability includes the ability to comfort oneself, let go of anxiety, moodiness or irritation and the consequences it causes and the ability to bounce back from depressing feelings.

3. Motivate Yourself

Every achievement in an individual must be passed with motivation from within himself, which is a strength in terms of perseverance to resist gratification and can control every day's impulses and have positive motivation (optimistic, self-confidence and passionate).

4. Recognizing the Emotions of Others

The ability to recognize other people's emotions is also called empathy. According to Goleman (2020) a person's ability to recognize others or care, shows a person's empathy ability. Someone who has empathy will get a lot of positive signals that can certainly recognize the feelings and emotions of others so as to drive better behavior.

Rosenthal (in Goleman, 2020) in his research shows that people who are able to read feelings and non-verbal cues are more able to adjust themselves emotionally, are more popular, more sociable, and more sensitive.

5. Fostering Relationships

The ability to build relationships is a skill that supports popularity, leadership and interpersonal success (Goleman, 2020). Communication skills and abilities are a basic ability that should be owned to achieve success in building relationships with others, because each individual is difficult to get what he wants and also lacks understanding of the wishes of the other person.

Goleman (2020) suggests the following characteristics of individuals who have high and low emotional intelligence:

1. High emotional intelligence is being able to control feelings of anger, not being aggressive and having patience, thinking about the consequences before acting, trying and having endurance to achieve life goals, being aware of one's own and others' feelings, being able to empathize with others, being able to control negative moods or feelings, having a positive self-concept, easily establishing friendships with others, being adept at communication, and being able to resolve social conflicts in a peaceful manner.

2. Low emotional intelligence is acting according to feelings without thinking about the consequences, being angry, acting aggressively and impatiently, having unclear life goals and ideals, being easily discouraged, being insensitive to the feelings of oneself and others, not being able to control negative feelings and moods, being easily affected by negative feelings, having a negative self-concept, not being able to establish good friendships with others, not being able to communicate well, and resolving social conflicts with violence.

Transformational Leadership

This transformational leadership has an important role in shaping the work experience of employees through inspirational, visionary, and supportive leadership styles (Phillips, 2021). A leader must have the ability to determine the leadership model that suits the situation at hand (Gyanmar & Achmad, 2024). Widyatmika & Riana (2020) also stated that by applying a transformational leadership style, subordinates will feel loyalty to their superiors, which in turn will motivate them to carry out everything expected by the superiors. The transformational leadership style is able to create a strong impact on its followers. There are various factors that play a role in determining a person's intention to leave the organization, including leadership style (Suhakim & Badrianto, 2021). This transformational leader tends to pay attention to the self-development needs of his followers.

The existence of transformational leadership in a group or agency will create an atmosphere that creates feelings of trust, admiration, loyalty, and respect for the superiors of all followers. This also encourages them to be motivated to carry out the tasks assigned with more enthusiasm, so as to exceed the expected targets (Manoppo, 2020). Furthermore, regarding transformational leadership, Suriagiri (2020) argues that transformational leadership is an effective leadership style and has been applied in several international organizations that manage the relationship between leaders and followers by emphasizing several factors such as attention, communication, trust, respect, and risk. This transformational leadership is a new leadership style that focuses on how leaders can help their followers to change for the better (Alvionita, et.al., 2022).

In the context of transnational leadership, the relationship between leaders and followers can be seen from the way leaders influence and inspire their followers to achieve the vision and mission of the organization. Referring to the above understanding, the author is interested in looking at the relationship between transformational leadership style where this leadership style is very commonly used for job functions in the marketing field such as the Mekaar Unit at PT PNM.

According to Bass et al (2006), there are several dimensions in transformational leadership style, which are as follows:

1. Charisma (Idealized Influence)

This factor means that a leader is admired, respected, and trusted. Followers emulate their leaders and identify with them. These leaders will put the needs of their followers above their own. Leaders share risks with followers and behave in events that are in line with their underlying ethics, principles, and values.

2. Inspirational Motivation

Leaders behave in ways that motivate those around them, giving meaning to all the activities they undertake. they set personal challenging goals. Individual and team morale is raised. Groups show enthusiasm and optimism. Leaders encourage their members to envision exciting future states.

3. Intellectual Stimulation

This factor means that leaders stimulate their members' efforts to be innovative and creative, by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no public criticism of the individual for the member's mistakes. New ideas and creative solutions to problems are encouraged.

4. Individualized Consideration

Leaders pay attention to the individual needs of their members, acting as coaches or mentors. Members are empowered. New learning opportunities are created in a supportive organizational climate. Individual differences, in terms of needs and wants, are addressed and recognized.

Based on the above opinion, it can be concluded that the indicators of transformational leadership style are charisma (Idealized Influence), inspiration (Inspirational Motivation), intellectual stimulation (Intellectual Stimulation), and individual attention (Individualized Consideration).

Turnover Intention

In an organization, of course, it cannot be separated from the existence of its resources, one of which is human resources. Human resources have an important role in sustaining the sustainability of organizational functions. The good and bad of an organization is also inseparable from the competence of each resource it has, of course it is not an easy thing to be able to recruit HR that matches the qualifications so that an entry screening process is needed with a series of psychological test tools used. Because HR is the main asset in the company so that the organization must be able to maintain the asset in order to maintain and develop competencies that are in line with the company's business.

In line with that, of course, every organization is also inseparable from the entry and exit of employees, commonly referred to as turnover. The desire to leave the company also has an impact on the performance of the HR itself and of course also the organization. The desire or intention arises in each individual to do something, something usually negative things, for example, being lazy to go to the office, not excited about doing daily work activities and so on. While turnover itself is defined as the cessation of an employee from a company to

another company voluntarily. According to Zeffane (1994) turnover intention is the tendency or intention of employees to quit their jobs.

According to Harnoto (in Maarif & Kartika, 2014) turnover intention is marked by various things related to employee behavior. Among them are as follows:

1. Increased Absenteeism

Responsibility for the employee's attendance decreases along with the lack of enthusiasm for activities in the office.

2. Lazy

Will be lazy to do work activities because his orientation is to immediately leave the company because it is seen as more capable of fulfilling all his desires.

3. Increase in Violations of Company Rules

Of course, employees who wish to leave the company will more often violate company rules, for example coming to the office late and maybe sleeping in another workspace.

4. Increased Protests Against Superiors

Protest more often and ignore orders from superiors, especially company policies that should be obeyed.

5. Positive Behavior is Different from the Norm

Usually, employees who previously behaved positively will change with their desire to leave the company so that the responsibility of the company will be reduced. The previously high level of job responsibility is reduced.

Meanwhile, according to Yusuf & Widodo (2023), the indicators of Turnover Intention include:

1. Thoughts of leaving the organization

2. Opportunity to leave the job

3. Desire to find another job

4. External opportunity to get a new job

5. Desire to leave the organization

Work Motivation

Saputra (2021) said that work motivation is needed in an organization to achieve organizational goals. High work motivation from employees is considered that these employees will be able to provide optimal performance so that it supports what is the main goal of the organization's business.

Suswanti (2022) said in her book that employees are a fundamental aspect that drives the company's business wheels, of course in this case employees must have the drive to work. Work motivation of employees in an organization can provide energy to inspire all possibilities and create a high desire to increase enthusiasm and passion for work. Motivation is something that encourages people to do something in a certain way, or the tendency to develop behavior that is very unique to each individual (Kast & Rosenzweig in Suswanti (2022)). Meanwhile, Ducan in (Riyadi, 2022) explains that work motivation is an encouragement that arises from a person to carry out overall tasks based on their respective responsibilities.

Explained by Suswanti (2022). There are three needs regarding McClelland's motivation theory, among others:

1. The Need for Achievement

Need for Achievement is the driving force that motivates work ethic. Therefore, the need for performance stimulates talents to further enhance creativity and innovation, and exert all skills and energy to achieve maximum work performance.

2. The Need for Affiliation

It stimulates morale because everyone receives the need to accept themselves from others in the environment where they live or work, which will be a driving force. Everyone needs to feel important, respected, feel advanced, not failing, and feel involved so that they are respected,

3. The Need for Power

The need for power is a driver of motivation, employee morale. The need for power stimulates the spirit of employees and uses all their abilities to achieve higher and better motivation, power, or status.

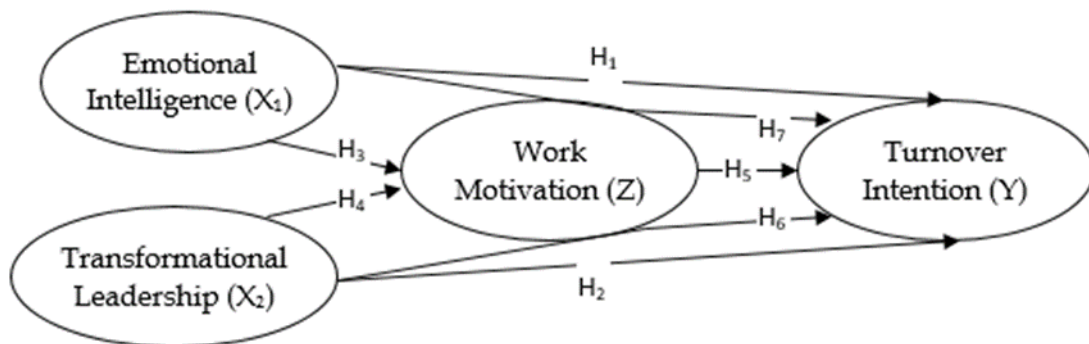


Figure 1. Conceptual Framework

Hypothesis

- H1 : It is suspected that emotional intelligence has a significant effect on turnover intention in Mekaar Generation Z employees at PT Permodalan Nasional Madani.
- H2 : It is suspected that Transformational leadership has a significant effect on turnover intention in Generation Z Mekaar employees at PT Permodalan Nasional Madani.
- H3 : It is suspected that emotional intelligence has a significant effect on work motivation in Generation Z Mekaar employees at PT Permodalan Nasional Madani.
- H4 : It is suspected that transformational leadership has a significant effect on work motivation in Generation Z Mekaar employees at PT Permodalan Nasional Madani.
- H5 : It is suspected that work motivation has a significant effect on turnover intention in Generation Z Mekaar employees at PT Permodalan Nasional Madani.
- H6 : It is suspected that transformational leadership has a significant effect on turnover intention through work motivation in Generation Z Mekaar employees at PT Permodalan Nasional Madani.

- H7 : It is suspected that emotional intelligence has a significant effect on turnover intention through work motivation in Generation Z Mekaar employees at PT Permodalan Nasional Madani.

METHODOLOGY

In this study using a quantitative approach, this research emphasizes the use of numbers that will be analyzed using a statistical method correctly, this research is also more structured, planned and systematic from start to finish and does not directly influence the situation in the field. This study uses 3 variables, according to Sugiyono (2013) research variables are attributes or properties or values of people, objects or activities that have certain variations set by researchers to study and then draw conclusions. The unit of analysis is defined as something related to the focus / component to be studied. So that in this study related to respondents to the variables of emotional intelligence and transformational leadership on turnover through work motivation as an intervening variable and the respondents used were Account Officer (AO) employees from 62 branches of PT PNM who were categorized as generation Z. The population taken in this study were employees with the position of Account Officer (AO) from 62 PT PNM Branches categorized as generation Z as many as 41,253. The technique taken in this study was to use non-probability sampling with purposive sampling technique. According to Sugiyono (2013) explains that purposive sampling is a data source sampling technique with certain considerations. The reason for using purposive sampling technique is because not all samples have criteria that match the phenomenon to be studied, so the purposive sampling technique sets certain considerations. Sampling was carried out in the period December 2024 - February 2025. The purposive sampling criteria for this study are Generation Z AO (born \geq 1997), working at PT PNM for at least 6 months, active in group communication, in one of the 62 branches of PT PNM so that a sample of 2327 people is obtained. The data used in this study uses primary data where the data is collected directly by researchers from the company's internal data sources, namely through the PNM dashboard. The data collection method used in this study is by using a questionnaire or questionnaire online or by using a google form or certain links. Likert scale which is used to measure the opinions, attitudes, and perceptions of a person or group of people about social phenomena. And each instrument item is adjusted to a level from very positive to very negative. Data processing in this study used smartPLS SEM (Partial Least Square - Structural Equation Modeling) software to help researchers confirm the theory and to explain whether or not there is a relationship between latent variables.

Table 3. Research Object

Criteria		Total	%
Age	17-19 years old	490	21,06%
	20-22 years old	1024	44,01%
	23-25 years old	675	29,01%
	26 - 28 years old	138	5,93%
	Total	2327	100,00%
Gender	Male	139	5,97%
	Female	2188	94,03%
	Total	2327	100,00%
Length of Service	< 1 year	1090	46,84%
	1 - 2 years	676	29,05%
	2 - 3 years	350	15,04%
	> 3 years	211	9,07%
	Total	2327	100,00%
Last Education	SMA/SMK	2042	87,75%
	D3	41	1,76%
	S1	244	10,49%
	Total	2327	100,00%
Branch Area	Sumatra	564	24,24%
	Java	1169	50,24%
	Kalimantan	217	9,33%
	Nusa Tenggara	68	2,92%
	Sulawesi	309	13,28%
	Total	2327	100,00%

RESULTS

Convergent Validity

Table 3. Outer Loading

	emotional intelligence	transformational leadership	work motivation	turnover intention
x1.2	0,810			
x1.3	0,775			
x1.4	0,845			
x1.5	0,856			
x2.1		0,896		
x2.2		0,935		
x2.3		0,938		
x2.4		0,918		
y1				0,886
y2				0,882
y5				0,874
z1			0,894	
z2			0,877	
z3			0,880	

All indicators have a value ≥ 0.708 , which means that the indicator well represents the construct. Transformational leadership has strong indicators with outer loadings values above 0.89, indicating that this construct is very well measured by the indicators used.

Discriminat Validity

Table 4. Fornell-Larcker Criterion

	Emotional Intelligence	Transformational Leadership	Work Motivation	Turnover Intention
Emotional Intelligence	0,822			
Transformational Leadership	0,402	0,922		
Work Motivation	0,566	0,542	0,884	
Turnover Intention	-0,162	-0,295	-0,221	0,881

The square root of the AVE for each construct is greater than the correlation with other constructs. For example, the square root of emotional intelligence $\sqrt{0.822} = 0.906 >$ correlation with transformational leadership (0.402), work motivation (0.566), and turnover intention (-0.162). So discriminant validity based on Fornell-Larcker is fulfilled because each construct is more correlated with its own indicators than with other constructs.

Table 5. Cross Loading

	Emotional Intelligence	Transformational Leadership	Work Motivation	Turnover Intention
x1.2	0,810	0,368	0,458	-0,161
x1.3	0,775	0,260	0,419	-0,067
x1.4	0,845	0,305	0,465	-0,125
x1.5	0,856	0,376	0,514	-0,168
x2.1	0,414	0,896	0,543	-0,256
x2.2	0,355	0,935	0,485	-0,268
x2.3	0,367	0,938	0,498	-0,285
x2.4	0,340	0,918	0,469	-0,281
y1	-0,141	-0,285	-0,193	0,886
y2	-0,119	-0,225	-0,174	0,882
y5	-0,164	-0,265	-0,215	0,874
z1	0,521	0,511	0,894	-0,231
z2	0,492	0,476	0,877	-0,160
z3	0,487	0,447	0,880	-0,193

Each indicator has a higher loading value on its own construct compared to other constructs. For example x1.2 has the highest loading on emotional intelligence (0.810) compared to transformational leadership (0.368), work motivation (0.458), and turnover intention (-0.161). It can be concluded that

discriminant validity based on cross loadings is fulfilled because all indicators are more correlated with their own constructs than with other constructs.

Construct Reliability and Validity

Table 6. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0,840	0,847	0,893	0,676
Transformational Leadership	0,941	0,942	0,958	0,850
Work Motivation	0,860	0,863	0,915	0,781
Turnover Intention	0,856	0,863	0,912	0,776

All CA values are above 0.70, indicating good reliability. All CR values \geq 0.70, indicating that the indicators in each construct have high consistency. All AVE values \geq 0.50, indicating that convergent validity has been met.

R-Square

Table 7. R Square

	R Square	R Square Adjusted
Work Motivation	0,649	0,638
Turnover Intention	0,663	0,692

Work motivation score $R^2 = 0.649$ means that 64.9% of variability in work motivation can be explained by emotional intelligence and transformational leadership. The rest (35.1%) is influenced by other factors not included in the model. Turnover intention score $R^2 = 0.663$ means that 66.3% of the variability of turnover intention can be explained by emotional intelligence, transformational leadership, and work motivation. The rest (33.7%) is influenced by other factors. The model has good predictive ability because both dependent variables have moderate to strong R^2 values.

F-Square

Table 8. F Square

	Emotional Intelligence	Transformational Leadership	Work Motivation	Turnover Intention
Emotional Intelligence			0,258	0,000
Transformational Leadership			0,210	0,046
Work Motivation				0,133
Turnover Intention				

Emotional intelligence (0.258) and transformational leadership (0.210) have a moderate influence on work motivation. Work motivation (0.133) has a small influence on turnover intention. Transformational leadership (0.046) has a

small effect on turnover intention. Emotional intelligence (0.000) has no direct effect on turnover intention.

Q-Square

Table 9. Q Square

	SSO	SSE	Q ² (=1-SSE/SSO)
emotional intelligence	9308,000	5068,093	0,456
transformational leadership	9308,000	2539,581	0,727
work motivation	6981,000	3249,624	0,535
turnover intention	6981,000	3329,210	0,523

All Q2 values > 0, indicating that all models have predictive relevance with transformational leadership having the strongest predictive relevance to other variables (0.727).

Hypothesis Test

Table 10. Test Results

	Original Sample (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Emotional Intelligence -> Work Motivation	0,416	0,415	0,024	17,405	0,000
Emotional Intelligence -> Turnover Intention	-0,020	-0,020	0,028	0,711	0,477
Transformational Leadership -> Work Motivation	0,375	0,376	0,023	16,319	0,000
Transformational Leadership -> Turnover Intention	-0,246	-0,246	0,026	9,565	0,000
Work Motivation -> Turnover Intention	-0,077	-0,078	0,028	2,751	0,006
Emotional Intelligence -> Work Motivation -> Turnover Intention	-0,032	-0,032	0,012	2,690	0,007
Transformational Leadership -> Work Motivation -> Turnover Intention	-0,029	-0,029	0,011	2,744	0,006

DISCUSSION

Effect of Emotional Intelligence (X1) on Turnover Intention (Y)

T Statistics $0.711 < 1.96$ indicates that this relationship is not significant, P Values $0.477 > 0.05$ also indicates that this relationship is not statistically significant. Emotional intelligence does not have a significant direct effect on turnover intention (H1 rejected). This means that even if someone has high emotional intelligence, this does not directly reduce their intention to leave the company.

Transformational Leadership (X2) Affects Turnover Intention (Y)

T Statistics $9.565 > 1.96$ indicates that this relationship is significant. P Values of $0.000 < 0.05$ also indicate statistical significance. Path Coefficient (β) - 0.246 indicates that transformational leadership has sufficient influence in reducing turnover intention. Transformational leadership has a negative and significant influence on turnover intention (H2 accepted). This means that transformational leaders can reduce employees' intention to leave the company. This happens because transformational leaders create a positive work climate, provide support, and motivate employees, so that employees feel more satisfied and reluctant to leave the organization.

Emotional Intelligence (X1) Has an Effect on Work Motivation (Z)

T Statistics $17.405 > 1.96$ indicates that this relationship is significant. P Values of $0.000 < 0.05$ also indicate statistical significance. Path Coefficient (β) 0.416 indicates that emotional intelligence has a fairly strong influence on work motivation. Emotional intelligence (one's ability to recognize, understand, and manage one's own and others' emotions) has a positive and significant influence on work motivation (H3 accepted). This means that individuals with high emotional intelligence tend to have higher work motivation. This can be explained through several mechanisms, namely people with high emotional intelligence are able to manage stress and negative emotions better, so they are more motivated to complete their tasks. They also tend to have better interpersonal relationships, which can increase social support in the workplace and ultimately increase motivation.

Transformational Leadership (X2) affects Work Motivation (Z)

T Statistics $16.319 > 1.96$ indicates that this relationship is significant. P Values of $0.000 < 0.05$ also indicate statistical significance. The Path Coefficient (β) of 0.375 indicates that transformational leadership has a fairly strong influence on work motivation. Transformational leadership (a leadership style that inspires, motivates, and encourages employees to reach their full potential) has a positive and significant influence on work motivation (H4 accepted). Transformational leaders tend to create a supportive work environment, provide a clear vision, and encourage employees to develop, thus increasing work motivation.

Work Motivation (Z) Affects Turnover Intention (Y)

T Statistics $2.751 > 1.96$ indicates that this relationship is significant. P Values of $0.006 < 0.05$ also indicate statistical significance. Path Coefficient (β) - 0.077 indicates that work motivation has a moderate influence in reducing turnover intention. Work motivation has a negative and significant influence on turnover intention (H5 accepted). This means that motivated employees tend to have a lower intention to leave the company. High work motivation is usually

associated with job satisfaction, organizational commitment, and a sense of belonging to the job, all of which can reduce the desire to leave the organization.

Transformational Leadership (X2) Affects Turnover Intention (Y) Through Work Motivation (Z)

T Statistics $2.744 > 1.96$ indicates that this indirect effect is significant. P Values of $0.006 < 0.05$ also indicate statistical significance. Path Coefficient (β) - 0.029 indicates that this indirect effect is quite small but still significant. Transformational leadership has a significant indirect effect on turnover intention through work motivation (H6 accepted). This means that transformational leaders can reduce turnover intention by increasing employee motivation. Transformational leaders create a supportive and motivating work environment, which ultimately reduces employees' intention to leave.

Emotional Intelligence (X1) Affects Turnover Intention (Y) Through Work Motivation (Z)

T Statistics $2.690 > 1.96$ indicate that this indirect effect is significant. P Values of $0.007 < 0.05$ also indicate statistical significance. Path Coefficient (β) - 0.032 indicates that this indirect effect is quite small but still significant. Emotional intelligence has a significant indirect effect on turnover intention through work motivation (H7 accepted). This means that emotional intelligence can reduce turnover intention by increasing work motivation. Employees with high emotional intelligence tend to be more motivated, and this high motivation ultimately reduces their intention to leave.

CONCLUSIONS

1. Emotional intelligence does not have a significant direct effect on turnover intention in generation Z employees at PT Permodalan Nasional Madani (H1 rejected).

Generation Z employees at PNM Mekaar focus more on practical aspects such as salary, career path, and work flexibility rather than emotional factors. They tend to see work as a means to achieve financial goals or self-development, rather than a place to build emotional bonds. Most Mekaar employees work in the field, interacting directly with customers. While emotional intelligence is important in these interactions, it does not directly affect their desire to stay or leave the company. Turnover intention among Generation Z in Mekaar is more influenced by external factors such as work pressure, high targets, or lack of work-life balance.

2. Transformational leadership has a negative and significant influence on turnover intention in generation Z employees at PT Permodalan Nasional Madani (H2 accepted).

Leaders at PNM Mekaar who are able to inspire, provide a clear vision, and support employees tend to create a positive work environment. This makes Generation Z employees feel valued and motivated to stay. PNM Mekaar has a good training or mentoring program, this can strengthen the transformational leadership style and reduce turnover intention. Generation Z appreciates leaders who provide room to grow and recognize their contributions. Transformational leaders are able to fulfill these needs to reduce employees' desire to move.

3. Emotional intelligence has a positive and significant influence on work motivation in generation Z employees at PT Permodalan Nasional Madani (H3 accepted)

Mekaaar employees with high emotional intelligence tend to be better at interacting with customers, understanding their needs, and solving problems. This increases their job satisfaction and motivation. Employees with high emotional intelligence are better able to manage stress arising from high work targets or challenges in the field, thus staying motivated. Emotional intelligence helps employees build good relationships with coworkers, creating a collaborative and supportive work environment.

4. Transformational leadership has a positive and significant influence on work motivation in generation Z employees at PT Permodalan Nasional Madani (H4 accepted).

Transformational leaders at PNM Mekaaar are able to convey the company's vision and mission clearly, inspiring Generation Z employees to work harder. Generation Z highly values recognition for their contributions. Leaders at PNM Mekaaar provide appreciation and positive feedback able to increase work motivation, provide opportunities for self-development, such as training or promotion, this will increase employee motivation to continue working in the company.

5. Work motivation has a negative and significant influence on turnover intention in generation Z employees at PT Permodalan Nasional Madani (H5 accepted).

Motivated employees are more likely to stay with the company because they feel their work is valuable and provides personal satisfaction. At PNM Mekaaar, motivation comes from incentives for employees who achieve targets, support from coworkers and superiors and opportunities for self-development, such as training and promotions. This motivation is also supported by a positive work environment, so employees feel comfortable and are reluctant to look for opportunities elsewhere.

6. Transformational leadership has a significant indirect effect on turnover intention through work motivation in generation Z employees at PT Permodalan Nasional Madani (H6 accepted).

A Mentorship Program where Generation Z employees can learn from more experienced leaders. Leaders also act as mentors who help employees develop their potential. In addition, PT PNM implements a recognition system to appreciate employee contributions, such as "Employee of the Month" or other awards and gives open and sincere appreciation for employee achievements, making the desire to quit lower.

7. Emotional intelligence has a significant indirect effect on turnover intention through work motivation in generation Z employees at PT Permodalan Nasional Madani (H7 accepted).

PT PNM has held workshops on emotional intelligence, including how to manage stress, communicate effectively, and build good interpersonal relationships as well as focusing on skills relevant to field work, such as dealing with difficult customers or working in teams. The company also provides wellness or counseling programs to help employees manage emotions and stress, such as

psychological counseling. Then there is the building of a constructive feedback culture, where employees can give and receive feedback openly without fear of judgment.

RECOMMENDATIONS

In the emotional intelligence variable (X1), the lowest indicator is X1.1 (recognize and express yourself). To improve this, companies can hold self-recognition training, emotional awareness training, hold one-on-one sessions and peer feedback, conduct regular emotional intelligence assessments to measure employee development and adjust development programs.

In the transformational leadership variable (X2), the lowest indicator is X2.4 (individual consideration) with a score of 3.77. Although the score is good, to further improve this, leaders can build personal relationships with employees, provide individualized support and guidance, provide customized development opportunities and be able to adapt to change.

In the work motivation variable (Z), the lowest indicator is Z2. (need for affiliation) with a score of 3.85. To maintain and further improve this, companies can build a collaborative and inclusive culture, create a friendly and supportive work environment, encourage employee participation and involvement, provide team-based recognition and appreciation.

In the turnover intention variable (Y), the lowest indicator is Y4. (the existence of external opportunities to get a new job) with a score of 3.64. The company must anticipate this by increasing the employee value proposition (EVP) through competitive compensation packages, welfare programs, clarifying career development opportunities, maintaining and improving an inclusive work culture and regularly benchmarking competitors to understand what they offer and how PT PNM Mekaar can compete.

FURTHER STUDY

1. Expand the Scope of Research

The sample is limited to Generation Z. This research only focuses on Generation Z employees at PT PNM Mekaar, so the results cannot be generalized to other generations (such as Millennials or Gen X) or to other companies with different characteristics. The research location is limited. The research was only conducted in one company (PT PNM Mekaar), so the findings may not apply to other companies in different industries or with different organizational cultures.

2. Add Other Factors in the Organizational Context

Unique organizational culture. PT PNM Mekaar has a unique organizational culture, so the research findings may not be applicable to other organizations with different cultures. Changes in the external environment. External factors such as economic conditions, industry competition, or changes in government regulations may affect turnover intention, but are not considered in this study.

3. Expand Data Analysis

Other variables were not considered. This study only focuses on emotional intelligence, transformational leadership, and work motivation, while other factors such as salary, work environment, or relationships with coworkers may also affect turnover intention. Partial mediation effect. Work motivation may not be the only intervening variable affecting the relationship between emotional intelligence, transformational leadership and turnover intention. Other variables such as job satisfaction or organizational commitment may also play a role.

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