THE RELATIONSHIP OF EMOTIONAL INTELLIGENCE, WORK ENVIRONMENT, AND COMPANY REPUTATION TO MILLENNIAL GENERATION TURNOVER INTENTION MEDIATED BY JOB SATISFACTION DURING THE COVID-19 PANDEMIC

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ABSTRACT

This study aims to determine the relationship between emotional intelligence, work environment, and company reputation on turnover intention mediated by job satisfaction for millennial generation employees during the Covid pandemic located in Greater Jakarta. The sampling technique used in this study is non-probability sampling with data collection methods using questionnaire distributed online, with a total of 200 respondents. The data analysis technique used is multiple regression processed using SPSS software. The results of this study indicate that: (1) Job satisfaction has a significant positive effect on Turnover Intention (2) Emotional Intelligence has a significant positive effect on job satisfaction. (3) The work environment has a significant positive effect on job satisfaction. (4) Company reputation has a significant positive effect on job satisfaction. (5) Emotional Intelligence has a significant positive effect on turnover intention, mediated by job satisfaction. (6) Work environment has a significant positive effect on turnover intention mediated by job satisfaction. (7) Company reputation has a significant positive effect on turnover intention mediated by job satisfaction. (8) Emotional Intelligence has a significant positive effect on turnover intention. (9) Job satisfaction has a significant positive effect on turnover intention. (10) Company reputation has a significant positive effect on turnover intention. This study still has several limitations, among others, the distribution of questionnaires conducted online, so that sometimes it does not show the actual opinion of the respondents due to differences in thinking or understanding. The number of respondents, which is only 200 people, is of course still lacking in describing the actual situation. The object of research is only focused on millennial generation employees in the Greater Jakarta area. Some of the implications of this research are that companies can increase the level of emotional intelligence of employees, work environment, and company reputation to be able to further increase the level of employee job satisfaction. It is still necessary to do further research using different indicators or variables to examine the causes of high turnover intention, especially in the millennial generation.

Keywords: *Emotional Intelligence, Work Environment, Company Reputation, Job Satisfaction, Turnover Intention.*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui hubungan antara *Emotional Intelligence,* Lingkungan Kerja, dan Reputasi Perusahaan terhadap *turnover intention* yang dimediasi oleh kepuasan kerja pada karyawan generasi milenial dimasa pandemik Covid yang berlokasi di Jabodetabek. Teknik sampling yang digunakan dalam penelitian ini adalah non-probability sampling dengan metode pengumpulan data menggunakan kuesioner yang disebarkan secara online, dengan jumlah responden sebanyak 200 orang. Teknik analisis data yang digunakan adalah regresi berganda yang diolah dengan menggunakan software SPSS. Hasil penelitian ini menunjukkan bahwa: (1) kepuasan kerja berpengaruh positif signifikan terhadap *Turnover Intention* (2) *Emotional Intelligence* berpengaruh positif signifikan terhadap kepuasan kerja (3) lingkungan kerja berpengaruh positif signifikan terhadap kepuasan kerja . (4) Reputasi perusahaan berpengaruh positif signifikan terhadap kepuasan kerja. (5) *Emotional intelligence* berpengaruh positif signifikan terhadap *turnover intention* yang dimediasi oleh kepuasan kerja. (6)

Lingkungan kerja berpengaruh positif signifikan terhadap *turnover intention* yang dimediasi oleh kepuasan kerja . (7) Reputasi perusahaan berpengaruh positif signifikan terhadap *turnover intention* yang dimediasi oleh kepuasan kerja . (8) *Emotional intelligence* berpengaruh positif signifikan terhadap *turnover intention*. (9) Kepuasan kerja berpengaruh positif signifikan terhadap *turnover intention*. (10) Reputasi perusahaan berpengaruh positif signifikan terhadap *turnover intention*. Penelitian ini masih memiliki beberapa keterbatasan antara lain penyebaran kuesioner yang dilakukan secara online, sehingga terkadang tidak menunjukkan pendapat responden yang sebenarnya karena perbedaan pemikiran atau pemahaman. Jumlah responden yang hanya 200 orang tentu masih kurang menggambarkan keadaan yang sebenarnya. Objek penelitian hanya difokuskan pada karyawan generasi milenial di wilayah Jabodetabek. Beberapa implikasi dari penelitian ini adalah perusahaan dapat meningkatkan tingkat emotional intelligence karyawan, lingkungan kerja, dan reputasi perusahaan untuk dapat lebih meningkatkan tingkat kepuasan kerja karyawan. Masih perlu dilakukan penelitian lebih lanjut dengan menggunakan indikator atau variabel yang berbeda untuk mengkaji penyebab tingginya turnover intention khususnya pada generasi milenial.

Kata kunci: *Emotional Intelligence, Lingkungan Kerja, Reputasi Perusahaan, Kepuasan Kerja , Turnover Intention.*

INTRODUCTION

Coronavirus Disease (COVID-19) which has been designated as a pandemic is basically a highly contagious disease and has spread globally. The government has taken many actions that affect people's lives at large to be able to slow down the transmission and spread of this virus. (Kraus, Clauss, Breier, 2020). Various actions have been taken to control, suppress and eliminate COVID-19. It also greatly affects the existing economic conditions, various restrictions are carried out both in terms of business, consumer, labor, location and also time (Baum, Mooney, Robbinson & Solnet, 2020). There are various kinds of pressure and uncertainty that are felt by business owners as well as employees. This virus has affected the way people can work. There are various kinds of emotional stress from new working conditions, as well as increasing layoffs by companies (Dieb, Enzi, 2020). Based on the Ministry of Manpower survey, it was stated that 9 out of 10 companies in Indonesia were directly affected by the pandemic, which resulted in 17.8% of companies laying off employment, and 25.6% of companies laying off their workers. This is due to efficiency in the midst of a pandemic. (Kemnaker, 2020).

On the other hand, the global trend still shows that the turnover rate continues to increase from time to time. Based on research, Only 33% of employees intend to remain in their current positions. This is lower compared to the 47% who reported the same in 2019. (Achievers Workforce Institute, 2021). 51% of workers are actively looking for job opportunities at any given time. (The Digital Group, 2020). More than half (63%) of employees who have worked for their current employer for a decade say they are open to a new opportunity. (Emplify, 2020).

Because the turnover rate is so important to the sustainability of the company, it can be said that human resources are one of the most important assets in an organization or company. A survey conducted by the Towers Watson Global Workforce Study found that 70% of companies in Indonesia consider retaining employees the biggest challenge (Octaviany, 2015). Turnover intention is a big problem for companies as well, because it can damage work morale, as well as reduce employee confidence in the company (Lin, Tsai, and Mahatma, 2017). It takes a good Emotional Intelligence to be able to manage it (Nauman, Raja, Haq, & Bilal, 2019). By paying attention to the emotional condition of employees, we can also see signs when turnover intention appears (Da Camara, Dulewicz & Higgs, 2015), so that preventive action can be taken. With high Emotional Intelligence, employees will be able to better manage stress, fatigue and feelings of solitude which can increase

satisfaction and performance (Jung & Yoon, 2016).

The occurrence of turnover begins with the emergence of a desire to change jobs (Turnover Intention) by employees. This desire arises when employees are still working at the company and is influenced by many factors. According to Mobley et al (1978) in Pranowo (2016), the factors that influence the emergence of Turnover Intention are individual characteristics, work environment, job satisfaction, and organizational commitment.

The high value of turnover intention can have an impact on employee performance. Asmara (2017) states that employees reflect high turnover intention by not fulfilling their duties and responsibilities at work. If the employee has committed to a certain behavior and forgets the main responsibility as an employee, it is certain that the employee's performance will be poor (Saeed et al., 2014).

Another factor that can affect turnover intention is the condition of the work environment. A good work environment is also expected to make employees feel suitable and comfortable to work (Hoendervanger, De, Van, Mobach, & Albers, 2016). By having a comfortable work environment, either by changing the design, changing the color or the position of the items in the work environment, it can also increase job satisfaction (Reijula & Rouhomaki, 2018). In addition, there are companies that have a good image and reputation that will be able to increase a sense of security, affinity, satisfaction and employee loyalty in working for the company (Davies et al, 2018). A good company's internal image will be able to increase the commitment and job satisfaction of the employees who work in the company as well (Du Preez et al, 2017).

It is very important to be able to match employee characteristics with company characteristics for the company's own success (Word & Park, 2015). In addition to the various factors above, the millennial generation is referred to as a generation that has a high turnover rate (Frian & Mulyani, 2018). Generation Y or

commonly referred to as the millennial generation is the generation born in 1980 – 2000 (Marcus & Leiter, 2017). Based on BPS data in Indonesia alone, 34% of the workforce in Indonesia is the millennial generation and will continue to dominate until 2035.

Figure 1. Population aged 15 years and over by age group
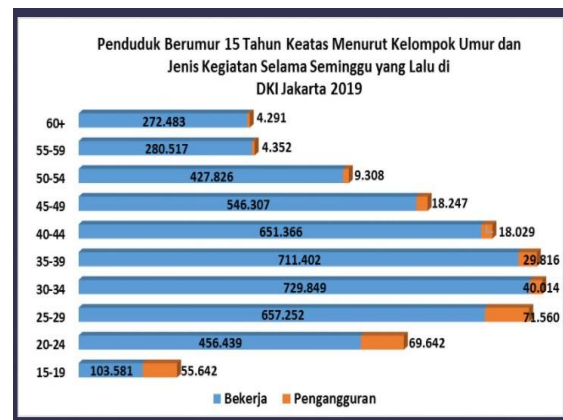
Source : BPS Data 2019

This Research Aims To Know The Relationship Of Emotional Intelligence, Work Environment, And Company Reputation To Millennial Generation Turnover Intention Mediated By Job Satisfaction During The Covid-19 Pandemic.

Turnover Intention

Employee turnover can be defined as a cognitive response to the working conditions of a particular organization that can stimulate employees to look for better alternative jobs (Ahmad, 2018). Meanwhile, other researchers say that turnover intention is the possibility for employees to leave the company (Skelton, Nattress, & Dwyer, 2019). There are also factors that influence turnover intention according to Lim & Parker (2020), including: (a) Individual Characteristics, a psychological process that affects the interests, attitudes and needs that a person brings in a work situation. (b) Work environment, may include physical or social environment. The physical environment includes conditions of

temperature, weather, construction, buildings, and work locations. (c) Job satisfaction, the most frequently studied psychological variable in an intention to leave model. (d) Organizational commitment, refers to an individual's emotional response to the whole organization.

Turnover intention has indicators according to Lim & Parker (2020) which consist of: (a) Thinking of Quitting, Reflecting individuals to think out of work or remain in the work environment. (b) Intention to Search for Alternatives, Reflecting the individual's desire to find work in other organizations. (c) Intention to quit, Reflecting individuals who intend to leave.

Job Satisfaction

Until now job satisfaction is still the main concept of corporate psychology and the results are very influential in Resource Management (Hauff, Richter, & Tressin, 2015). Employee job satisfaction can be seen from employee attitudes towards company performance (Santiago, Jacques, Beatrizl, 2014). Other researchers found that employee work motivation can increase job satisfaction for companies (Denton and Maatgi, 2016). Belias and Koustelios (2014) also said that in general job satisfaction is influenced by internal and external motivational factors. Job satisfaction can also be influenced by various variations in job characteristics (Hauff et al, 2015). Job satisfaction and pride in the organization are positive employee behaviors that must be possessed in the company (Du Preez & Bendixen, 2015). Job satisfaction can also be an important indicator of how work life affects personal life (Baeza, Gonzalez & Wang, 2018).

Emotional Intelligence

Scientists define Emotional Intelligence as an ability to express emotions, and express feelings when thinking, as well as the ability to understand emotions and be able to regulate their emotions (Meisler, 2014). Emotional Intelligence can be divided into four dimensions (1) emotional assessment of others, (2) use of emotions, (3) emotional self-assessment, and (4) emotional regulation (Jung & Yoon, 2016).Someone who has a high Emotional Intelligence has a lower probability of performing counterproductive work behaviors compared to an employee who has a lower Emotional Intelligence (Chen & Wang, 2019). In his research, it is stated that employees who have low Emotional Intelligence do not have sufficient abilities for jobs that require pressure and cannot manage stress well (Nauman et al, 2019).

Work environment

The work environment generally consists of three main factors, namely: physical factors, social factors, and finally psychological factors (Denton and Maatgi, 2016). The work environment is also a place where workers carry out their work activities. This greatly affects workers in achieving maximum performance (Pawirosumarto et al, 2017). The use of tools that support work is also another factor in the work environment that is taken into account today (Khakurel, Melkas & Porras, 2018). The work environment also has a tremendous effect on workflow and also employee well-being (Reijula & Rouhomaki, 2018). Environmental cleanliness felt by employees can also make employees feel comfortable and at home to be able to work (Horrevorts, Van & Terpstra, 2018).

Company Reputation

A company's Company Reputation can be considered to have two aspects, namely instrumental and symbolic (Davies, Mete & Whelan, 2018). Brand identity is also an idea that is communicated to all existing stakeholders (Bravo et al, 2017). There is also a concept where employees are considered as internal customers so that internal branding can also increase employee motivation and satisfaction (Du & Bendixen, 2015). There is a theory that says that employees need to understand and

accept the company's brand first, before finally employees will reflect on the brand (Du et al, 2017). With employees being the center of existing branding, it can improve the company's brand in general as well (Cheung, Kong & Song, 2014). In addition, branding is also currently not only for products, but can be used as a tool to recruit talented employees (Tanwar & Prasad, 2016).

Table 1. Previous researches "Turnover Intention"

No	Researcher	Research tile	Research result
1	Pranowo, Ridwan Suryo. (2016).	The Effect of Job Satisfaction, Job Environment, and Compensation on Employees Turnover Intention with Job Tenure as Moderating Variable (Case Study in CV. Sukses Sejati Computama)	Job Satisfaction has a negative effect on Turnover Intention, Work Environment has a negative effect on Turnover Intention
2	Bangwal, D., & Tiwari, P. (2018).	"Workplace environment, Job Satisfaction and intent to stay"	The work environment has a positive effect on job satisfaction
3	Da Camara, N., Dulewicz, V., & Higgs, M. (2015).	Exploring the Relationship between Perceptions of Organizational Emotional Intelligence and Turnover Intentions amongst Employees: The Mediating Role of Organizational Commitment and Job Satisfaction	Emotional Intelligence has a positive effect on job satisfaction, job satisfaction has a high influence on turnover intention, job satisfaction has a higher mediating effect on relationships
4	Davies, G., Mete, M., & Whelan, S. (2018)	"When employer Company Reputation aids Job Satisfaction and engagement	emotional intelligence on turnover intention, compared to the direct relationship between emotional intelligence and turnover intention
5	Du Preez, R., & Bendixen, M. T. (2015).	The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay	Company Reputation has a positive effect on job satisfaction, Company Reputation has a positive effect on job satisfaction.
6	Hoendervanger, J. G., De Been, I., Van Yperen, et al (2016)	Flexibility in use: switching behaviour and satisfaction in activity-based work environments	The work environment has a positive effect on job satisfaction
8	Pattnaik, S. C., & Panda, N. (2020).	Supervisor support, work engagement and turnover intentions: evidence from Indian call centres	The work environment has a positive effect on intent to stay

9	Lu, L., Lu, A.C.C., Gursoy, D. and Neale, N.R. (2016)	Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees	Job satisfaction and turnover intention have a significant influence
10	Memon, M.A., Salleh, R., et al (2021)	Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention	Job satisfaction has an indirect effect on turnover intention
11	Chen, H.-T. and Wang, C.-H. (2019)	Incivility, satisfaction and turnover intention of tourist hotel chefs: Moderating effects of emotional intelligence	emotional intelligence has a moderating effect on job satisfaction
12	Kashif, M., Braganca, E., Awang, Z., & Cyril De Run, E. (2017).	You abuse but I will stay: the combined effects of job stress, customer abuse, and emotional intelligence on employee turnover	emotional intelligence has a significant positive relationship with job satisfaction
13	Kaur, R. and Randhawa, G. (2020)	Supportive supervisor to curtail turnover intentions: do employee engagement and work–life balance play any role?	A bad work environment further increases turnover intention

Figure 2. Research Model
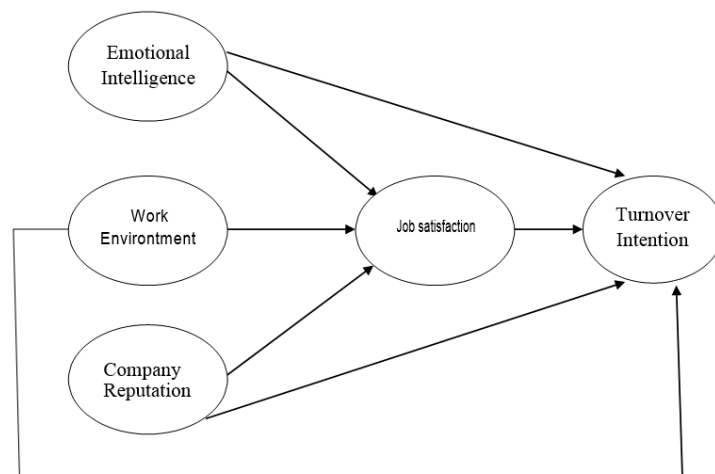
Source: Primary data, 2021

METHODS

This research has a hypothetico-deductive method, a method that uses hypothesis testing where deduction is carried out on existing hypotheses compared to other hypotheses that have a higher level of conceptual formulation or abstraction. In this study, the population used is all millennial employees, both male and female, who have worked, both in the same type of work, or in different types of work, with domicile in the Greater Jakarta area. In this study, researchers will select a minimum of 200 respondents to be used as samples in research with several research criteria with the assumption that the more respondents, the greater the credibility of this study.

This study will use a Likert scale whose method was developed by Ransis Likert to get the value of the Turnover Intention variable from the employees. The Likert scale can be used to measure the value of each question dimension in the questionnaire (Jayasekara, 2018). With the Likert method, the data can be categorized based on categories, which can later be treated as quantitative variables (Albuquerque, 2019). Some of the criteria that the researchers chose in this study is a millennial generation employee, has worked at the time the research was conducted and is in the Jabotabek area.

Researchers took samples who had worked from various sectors, because it was hoped that after working at the company, the existing respondents already knew about the benefits and weaknesses of the company where they worked, so they could fill in well the variables used in this study, namely Emotional Intelligent (X1) with indicators Others'emotion appraisal, use of emotion, self-emotion appraisal, regulation of emotion. Work Environment (X2) with Hygiene indilator, motivation. and Company Reputation (X3) with indicators of reputation, work-life balance, diversity, and training and development on Turnover Intention (Y) with indicators of thinking of quiting.

The dependent variable or the dependent variable is a variable that is influenced or is the result of an independent variable (Sugiyono, 2014: 39). The dependent variable in this study is Turnover Intention. The independent variable or independent variable is a variable that will affect the dependent variable or in other words the independent variable is the cause of the formation of the dependent variable. The independent variables used in this study are Emotional Intelligence, Work Environment, and Company Company Reputation. The mediating variable is a variable that theoretically affects the relationship between the independent variable and the dependent variable into an indirect relationship and cannot be observed and measured. The mediating variable in this study is Job Satisfaction (Z).

Assuming that this research sample will be able to represent the characteristics of the existing population. So that the results of this study can later be used by companies as well to be able to evaluate employee turnover intention from the variables of Emotional Intelligent, Work Environment, and Company Reputation. Testing the research instrument using a questionnaire which will be processed through a reliability test and validity test. Not to forget, hypothesis testing which aims to find out whether there is a clear and reliable influence between the dependent variable and the independent variable. The analysis technique in this study is divided into two parts, namely: (a) univariate analysis, in this analysis it is intended to be able to obtain an overview of the characteristics of the existing sample (Hussain, 2016). (b) bivariate analysis, this analysis is used to see the relationship between variables (Hussain, 2016). At this stage, the analytical method used is the type of analysis of Goodman & Kruskal's Gamma (analisis) because the ordinal scale is used by both. By using Goodman & Kruskal's coefficient, the strength of the effect of the correlation between variables can be measured (Wiktorowicz, 2017). Processing uses factor analysis techniques developed in SPSS (Statistical Product and

Service Solution). Validity testing was carried out on the questionnaire used to measure emotional intelligence, work environment, Company Reputation, job satisfaction and turnover intention by looking at the correlation of the total score of all question items.

RESULT AND DISCUSSION

Respondent Profile Data

This research was conducted on Millennial generation employees who live in Jabotabek by distributing questionnaires distributed online through social media or direct contact. Based on the data that was collected during the study, the questionnaires filled out were 322 respondents, but the questionnaires that could be used were as many as 200 respondents, because the rest did not meet the criteria. the description of respondents based on gender can be seen that the majority of respondents are male, namely 130 people or (65%), while female respondents are 70 people (35%). description of respondents based on the location where the respondents work the most in South Jakarta with a total of 57 people or 28.5%. At least in Bogor, Bekasi, Depok, and Tangerang as many as 11 people or 5.5%.

Description of respondents based on length of work most respondents have worked more than 5 years totaling 110 people or 55%. At least 16 people worked for less than 1 year or 8%. description of respondents based on the status of the majority of respondents are married as many as 146 people or 73%. At least 11 people are single (unmarried) or 5.5%

Table 2. Respondent Profile Data

Respondent profile		Frequency	
		N	%
Gender	Female	70	35%
	Male	130	65%
Location	Central Jakarta	23	11,5%
	North Jakarta	23	11,5%
	South Jakarta	57	28,5%
	West Jakarta	36	18%
	East Jakarta	50	25%
	Bogor, Bekasi, Depok, Tanggerang	11	5,5%
Length of work	<1 Year	11	8%
	1-5 year	74	37%
	>5 year	110	53%
Status	Single	11	5,5%
	Married	146	73%
	Divorced	43	21,5%

Source: Primary data, 2021

Table 3. Variable descriptive

Variable	Range	Min.	Max.	Mean	Std. Deviation
Emotional Intelligence (X1)	16	9	25	19.55	2.917
Work Environtment (X2)	15	10	25	19.54	3.259
Office Reputation (X3)	17	8	25	19.52	3.514
Job Satisfaction (Z)	19	6	25	19.46	3.162
Turnover Intention (Y)	17	8	25	19.53	3.087

Source: Primary data, 2021

Table 4 . Uji Hipotesis

Variable	Konstanta	Koefisien regresi	t	F	Sig
Job Satisfaction →Turnover intention	11,498	0,413	6,566	43,110	0,000
Emotional Intelligence → Job Satisfaction	9,389	0,515	7,009	57,772	0,000
Work environtment → Job Satisfaction	10,176	0,475	7,904	62,472	0,000
Company reputation → Job Satisfaction	10,397	0,464	8,477	71,859	0,000
Emotional Intelligence→ Turnover intention	7,551	0,358	4,885	35,977	0,000
Job Satisfaction (Mediation Emotional Intelligence→ Turnover intention)		0,256	3,780		0,000
Work environtment → Turnover intention	8,660	0,292	4,360	33,022	0,000
Job Satisfaction (Mediation Work environtment → Turnover intention)		0,265	3,844		0,000
Company reputation → Turnover intention	9,329	0,259	4,081	31,588	0,000
Job Satisfaction (mediation company reputation → Turnover intention)		0,264	3,736		0,000
Emotional intelligence → Turnover intention	9,952	0,490	7,351	54.042	0,000
Work environtment → Turnover intention	11,360	0,418	6,924	47,935	0,000
Company reputation → Turnover intention	12,074	0,435	6,797	46,195	0,000

Source: Primary data, 2021

Table 5. Validity Test

Variable	Indicators	Skala Likert	Frequency	Percent	Valid Percent	Cumulative Percent
Emotional Intelligence	Others emotional	SD	2	1.0	1.0	1.0
		D	14	7.0	7.0	8.0
		Doubt	34	17.0	17.0	25.0
		A	98	49.0	49.0	74.0
		SA	52	26.0	26.0	100.0
	Use of Emotion	SD	1	.5	.5	.5
		D	12	6.0	6.0	6.5
		Doubt	43	21.5	21.5	28.0
		A	80	40.0	40.0	68.0
		SA	64	32.0	32.0	100.0
	Self emotion appraisal	SD	3	1.5	1.5	1.5
		D	16	8.0	8.0	9.5
		Doubt	36	18.0	18.0	27.5
		A	94	47.0	47.0	74.5
		SA	51	25.5	25.5	100.0
	Regulation of emotion	SD	3	1.5	1.5	1.5
		D	14	7.0	7.0	8.5
		Doubt	43	21.5	21.5	30.0
		A	81	40.5	40.5	70.5
		SA	59	29.5	29.5	100.0
	Regulation of emotion 2	SD	1	.5	.5	.5
		D	21	10.5	10.5	11.0
		Doubt	36	18.0	18.0	29.0
		A	82	41.0	41.0	70.0
		SA	60	30.0	30.0	100.0
Work Environment	Hygiene	SD	4	2.0	2.0	2.0
		D	20	10.0	10.0	12.0
		Doubt	28	14.0	14.0	26.0
		A	87	43.5	43.5	69.5
		SA	61	30.5	30.5	100.0
	Hygiene-2	SD	10	5.0	5.0	5.0
		Doubt	34	17.0	17.0	22.0
		A	91	45.5	45.5	67.5
		SA	65	32.5	32.5	100.0
	Motivation	SD	5	2.5	2.5	2.5
		D	22	11.0	11.0	13.5
		Doubt	25	12.5	12.5	26.0
		A	80	40.0	40.0	66.0
		SA	68	34.0	34.0	100.0
	Motivation 2	SD	2	1.0	1.0	1.0
		D	17	8.5	8.5	9.5
		Doubt	42	21.0	21.0	30.5
		A	82	41.0	41.0	71.5
		SA	57	28.5	28.5	100.0
	Motivation 3	SD	6	3.0	3.0	3.0
		D	22	11.0	11.0	14.0

		Doubt	42	21.0	21.0	35.0
		A	69	34.5	34.5	69.5
		SA	61	30.5	30.5	100.0
Company Reputation	Reputation	SD	1	.5	.5	.5
		D	22	11.0	11.0	11.5
		Doubt	31	15.5	15.5	27.0
		A	83	41.5	41.5	68.5
		SA	63	31.5	31.5	100.0
	Reputation 2	SD	3	1.5	1.5	1.5
		D	18	9.0	9.0	10.5
		Doubt	41	20.5	20.5	31.0
		A	70	35.0	35.0	66.0
		SA	68	34.0	34.0	100.0
	Work Life Balance	SD	4	2.0	2.0	2.0
		D	27	13.5	13.5	15.5
		Doubt	22	11.0	11.0	26.5
		A	93	46.5	46.5	73.0
		SA	54	27.0	27.0	100.0
	Diversity	SD	1	.5	.5	.5
		D	21	10.5	10.5	11.0
		Doubt	30	15.0	15.0	26.0
		A	65	32.5	32.5	58.5
		SA	83	41.5	41.5	100.0
	Training and development	SD	5	2.5	2.5	2.5
		D	15	7.5	7.5	10.0
		Doubt	43	21.5	21.5	31.5
		A	86	43.0	43.0	74.5
		SA	51	25.5	25.5	100.0
Job Satisfaction	Job Satisfaction	SD	6	3.0	3.0	3.0
		D	16	8.0	8.0	11.0
		Doubt	42	21.0	21.0	32.0
		A	73	36.5	36.5	68.5
		SA	63	31.5	31.5	100.0
Turnover intention	Turnover intention	SD	7	3.5	3.5	3.5
		D	23	11.5	11.5	15.0
		Doubt	32	16.0	16.0	31.0
		A	57	28.5	28.5	59.5
		SA	81	40.5	40.5	100.0

Source: Primary data, 2021

Variable descriptive

Based on the table above, it can be seen that the emotional intelligence variable data scores ranged from 9-25 with a range of 16. From this data, the average value was 19.55 and the standard deviation was 2.917. The work environment variable has a score between 10-25 with a range of 15 and an average value of 19.54 and a standard deviation of 3.259. The company reputation variable has a score between 8-25 with a range of 17 and an average value of 19.52 and a standard deviation of 3.514. The job satisfaction variable has a score between 6-25 with a range of 18 and an average value of .46 and a standard deviation of 3.162. The company reputation variable has a score between 8-25 with a range of 17 and an average value of 19.53 and a standard deviation of 3.087.

Instrumen Total

Others' Emotion Appraisal indicator on the Emotional Intelligence variable (X1) is Agree with 98 frequencies or 49%, and the least choice is Strongly Disagree with 2 frequencies or 1%. The Use of Emotion indicator on the Emotional Intelligence (X1) variable is Agree with 80 frequencies or 40%, and the least choice is Strongly Disagree with 1 frequency or 0.5%. The self-emotion appraisal indicator on the Emotional Intelligence (X1) variable is Agree with 94 frequencies or 47%, and the least choice is Strongly Disagree with 3 frequencies or 1.5%. The Self-emotion appraisal indicator on the Emotional Intelligence variable (X1.4) is Agree with 81 frequencies or 40.5%, and the least choice is Strongly Disagree with 3 frequencies or 1.5%.

The self-emotion appraisal indicator on the Emotional Intelligence variable (X1.5) is Agree with 82 frequencies or 41%, and the least choice is Strongly Disagree with 1 frequency or 0.5%. respondents chose Agree on the Work Environment variable (X2) as many as 409 frequencies or 40.9% and the least choice was Strongly Disagree with 17 frequencies or 1.7%. Hygiene indicators on the Work Environment variable (X2.1) are Agree with 87 frequencies or 43.5%, and the least choice is Strongly Disagree with 4 frequencies or 2%. Hygiene Indicator on the Work Environment variable (X2.2) is Agree as much as 91 frequencies or by 45.5%, and the least number of choices is Disagree with 10 frequencies or 5%.

Motivation indicators on the Work Environment variable (X2.3) are Agree with 80 frequencies or 40%, and the least choice is Strongly Disagree with 5 frequencies or 2.5%. Motivation indicators on the Work Environment variable (X2.4) are Agree as much as 82 frequencies or 41%, and the least choice is Strongly Disagree with 2 frequencies or 1%. Motivation indicators on the Work Environment variable (X2.4) are Agree with 69 frequencies or 34.5%, and the least choice is Strongly Disagree with 6

frequencies or 3%. The Reputation indicator on the company's Reputation variable (X3.1) is Agree as much as 83 frequencies or 41.5%, and the least choice is Strongly Disagree with 1 frequency or 0.5%. for the Reputation Indicator on the company's Reputation variable (X3.2) is Agree as much as 70 frequencies or 35%, and the least choice is Strongly Disagree with 3 frequencies or 1.5%.

The Work-Life balance indicator on the company's reputation variable (X3.2) is Agree with 93 frequencies or 46.5%, and the least choice is Strongly Disagree with 4 frequencies or 2%. The Diversity indicator on the Company's Reputation variable (X3.4) is Agree with 65 frequencies or 32.5%, and the least choice is Strongly Disagree with 1 frequency or 0.5%. for the Training and Development Indicator on the company's reputation variable (X3.5) is Agree as much as 86 frequencies or 43%, and the least choice is Strongly Disagree with 5 frequencies or 2.5%.

Job Satisfaction variable (Z.1) is Agree with 73 frequencies or 36.5%, and the least choice is Strongly Disagree with 6 frequencies or 3%. The Thinking of Quiting indicator on the Turnover Intention variable (Y.1) is Strongly Agree with 81 frequencies or 40.5%, and the least choice is Strongly Disagree with 7 frequencies or 3.5%.

Hypothesis testing

Job Satisfaction has a negative effect on Turnover Intention

The effect of job satisfaction level on turnover intention can be seen as follows: the significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the level of job satisfaction has a positive effect on turnover intention. So that Hypothesis 1 is rejected.

Emotional Intelligence has a positive effect on Job Satisfaction

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that Emotional Intelligence has a positive effect on job satisfaction. So that Hypothesis 2 is accepted. Work

Versi Online: http://journal.ubm.ac.id/index.php/digismantech
DOI : http://dx.doi.org/10.30813/digismantech.v1i2.3366
Hasil Penelitian

Jurnal Digismantech
Vol 1 (No.2) : 13-30. Th. 2021
p-ISSN: 2798-1819
e-ISSN: 2798-0189

Environment Positively Affects Job Satisfaction the significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the work environment has
a positive effect on job satisfaction. So that Hypothesis 3 is accepted.

Company Reputation Positively Affects Job Satisfaction

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the company's reputation positively affects employee job satisfaction. So that Hypothesis 3 is accepted.

Emotional Intelligence Has a Negative Effect on Turnover Intention Mediated by Job Satisfaction

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that Emotional Intelligence positively affects Turnover Intention mediated by employee job satisfaction. So that Hypothesis 5 is rejected.

Work Environment Has a Negative Effect on Turnover Intention mediated by Job Satisfaction

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the work environment positively affects Turnover Intention mediated by employee job satisfaction. So that Hypothesis 6 is rejected.

Company reputation has a negative effect on turnover intention mediated by employee job satisfaction.

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the company's reputation positively affects Turnover Intention mediated by employee job satisfaction. So that Hypothesis 7 is rejected.

Emotional Intelligence has a positive effect on Turnover Intention

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that Emotional Intelligence has a positive effect on Turnover Intention. So that Hypothesis 8 is rejected.

Work Environment Positively Affects Turnover Intention

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the work environment has a positive effect on turnover intention. So that Hypothesis 9 is rejected.

Company Reputation Positively Affects Turnover Intention

The significance value (sig) is 0.000, so this value is smaller than 0.05. The conclusion is that the company's reputation positively affects employee job satisfaction. So that Hypothesis 10 is rejected.

The description of the respondents are mostly male, namely 130 people or (65%), the location of the respondent's place of work is in South Jakarta as much as 28.5%, most of the respondents have worked for more than 5 years as much as 55%, and most of them are married as many as 73 %. Based on the results of the analysis on the turnover intention variable, it can be seen that the turnover intention rate of the millennial generation in the Jabotabek area is still quite high even though it is currently in the covid pandemic period.

The level of employee Job Satisfaction affects Turnover Intention obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that the level of employee Job Satisfaction affects turnover intention. The results of this study are not relevant to the research of Ridwan Suryo Pranomo (2016) that Job Satisfaction has a negative effect on turnover intention, the work environment has a negative effect on turnover intention. Emotional Intelligence affects employee Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that Emotional Intelligence affects Job Satisfaction.

The results of this study are relevant to the research of Nuno Da Camara et al (2015) that Emotional Intelligence has a

positive effect on the level of Job Satisfaction. Work environment affects employee Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that the work environment affects Job Satisfaction. This is also in line with research conducted by Deepak et al (2018) that the work environment can have a positive effect on Job Satisfaction. Office reputation affects employee Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that office reputation affects Job Satisfaction.

The results of this study are relevant to the research of Gary Davies & Melisa Mete (2018) that Office reputation has a positive effect on Job Satisfaction. Emotional Intelligence affects Turnover Intention mediated by employee Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that Emotional Intelligence affects Turnover Intention mediated by employee Job Satisfaction. This is not in line with previous research.

Work environment affects Turover Intention mediated by Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that the work environment affects Turnover Intention mediated by employee Job Satisfaction. This is also contrary to previous research. Office reputation affects Turnover Intention mediated by employee Job Satisfaction obtained a significance value (sig) of 0.000, so this value is smaller than 0.05. The conclusion is that office reputation affects Turnover Intention mediated by employee Job Satisfaction. This is not in accordance with previous research.

CONCLUSION

Based on the results of data analysis and discussions conducted in this study related to the relationship between Emotional Intelligence, Work Environment, and Company Reputation on the Millennial Generation Turnover Intention Mediated by Job Satisfaction during the Covid Pandemic, the following conclusions can be drawn:

1. Turnover Intention is positively influenced by the level of Job Satisfaction.
2. The level of Job Satisfaction is positively influenced by Emotional Intelligent.
3. The level of Job Satisfaction is positively influenced by the work environment.
4. The level of Job Satisfaction is positively influenced by the Company Reputation.
5. Turnover Intention is positively influenced by Emotional Intelligent mediated by the level of Job Satisfaction.
6. Turnover Intention is positively influenced by the work environment mediated by the level of Job Satisfaction.
7. Turnover Intention is positively influenced by Company Reputation mediated by the level of Job Satisfaction.
8. Turnover Intention is positively influenced by Emotional Intelligent.
9. Turnover Intention is positively influenced by the work environment.
10. Turnover Intention is positively influenced by the Company Reputation.

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