

INTEGRATING EMOTIONAL INTELLIGENCE WITH THE THEORY OF PLANNED BEHAVIOUR TO EXPLAIN EMPLOYEE TURNOVER INTENTION: A PLS-SEM APPROACH**Kritika Babbar¹ and Dr. Sapna Rana²**

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Abstract

Purpose: The primary aim of the study was to examine the impact of Emotional Intelligence on Turnover Intention based on the Theory of Planned Behaviour. With the aim to obtain a holistic understanding of intention to behave from the point of view of the employees, it was planned to incorporate the concept of emotional intelligence in the three major components of TPB, which are attitudes, subjective norms, and perceived behavioural control.

Methodology: In addition to primary research using a questionnaire style of scales, a quantitative research methodology was used. Purposive and convenience sample techniques were used to choose 486 respondents from various industry backgrounds. The measurement and structural models of the collected data were analyzed by using PLS-SEM.

Findings: The study confirmed the significance of social pressures in the workplace by showing that subjective norm was the largest predictor of turnover intention, whereas emotional intelligence had a little impact. Turnover intention was found to be influenced by attitude and perceived behavioural control, however this influence was minimal when compared to the subjective norm.

Originality: By combining the Theory of Planned Behaviour with Emotional Intelligence, the study added to the corpus of knowledge by developing a comprehensive framework of social cognitive and emotional aspects. It provided organisations with more theoretical and practical guidance on how to create an efficient staff retention plan.

Keywords: Theory of Planned Behaviour, Attitude, Subjective Norm, Perceived Behavioural Control, Employee Retention, Organisational Behaviour, PLS-SEM, Turnover Intention, and Emotional Intelligence

1. Introduction

One of the main problems that each company, regardless of industry, faces is employee turnover, especially in a dynamic industry like information technology, medical and financial services where human capital is a determinant to the performance of an organization (Majeed & Jamshed, 2021). Organizations like Infosys and TCS have also reported increased attrition rates in the past years particularly amongst early career professionals mostly as a result of work stress, availability of better opportunities in other places and changing employee needs (Gupta & Shah, 2025). On the same note, hospitals all over the world recorded more turnover intention among nurses in the health sector during and after the COVID-19 pandemic because of emotional exhaustion, burnout, and the absence of psychological support (Poon et al., 2022). These incidents show that emotional and psychological drivers are very important in the choices of employees to remain or quit even in the presence of financial rewards.

In this regard, the Emotional Intelligence (EI) has received significant attention as an important personal ability that helps employees to organize emotions, deal with stress, and ensure a successful relationship with colleagues at the workplace (Navas & Vijayakumar, 2018). As an example, companies that involved in emotional intelligence training programs reported higher levels of employee well-being and less attrition rates because emotionally intelligent employees are more in a position to handle matters of workplace problems (Nadler et al., 2020). Nevertheless, emotional intelligence is not the sole factor to help the employees remain steady, although the turnover intention may be influenced by the cognitive and social factors, which requires a more generalized theoretical perspective (Alketbi, 2021).

Three essential components make up the Theory of Planned Behaviour (TPB), which provides a thorough framework for elucidating behavioural intentions: attitude, subjective norm, and perceived behavioural control (Kashif et al., 2018). As an example, the choice of an employee to drop out of an organization can not only be based on his or her personal assessment of the job (attitude), but also on social influences such as peer pressure or family expectations (subjective norm), and his or her perceived possibility to find another job (perceived behavioural control)

(Rocha & Van Praag, 2020). Organizational behaviour research has applied TPB more to explain employee intentions, but has done little in integrating with emotional intelligence (Shafait & Huang, 2023).

Recent empirical research has also highlighted the important role the emotional intelligence plays in influencing the attitudes and turnover related behaviours of employees. Emotional intelligence has been established to not only have an effect of individual emotional control but also of wider organizational results like job satisfaction, organization commitment and workplace relationships. An example is that it was found that, with increased levels of emotional intelligence, turnover intentions are lower because of the increased coping strategy and the improved interpersonal relationship at the workplace (Akhtar et al., 2017; Stephens and Huaibing, 2018). Additionally, emotional intelligence was found to be a key moderator of the stressful organizational situations, in which it assists employees to cope with the negative supervisor behaviour and minimizes their turnover intentions (Pradhan and Jena, 2018). Its indirect effect has also been noted in studies with mediating variables of job satisfaction and organizational commitment, the emotionally intelligent employees are more probable to form closer attachments to their organizations (Da Camara et al., 2015; Gholipour Soleimani and Einolahzadeh, 2017). Moreover, meta-analytic support proves that emotional intelligence is an important factor in positive work attitudes and, thus, its significance in organizational behaviour research is supported (Miao et al., 2017).

Although the contributions have been made, the literature available in the same field offers a disjointed picture of how emotional intelligence interacts with a setup of any structured behavioural model like the Theory of Planned Behaviour (Velástegui & Chacón, 2021). Although emotional intelligence is used to explain the internal emotional and psychological activities of employees, TPB gives a systematic account of how attitudes, social factors, and perceived control influence behavioural intentions (Schlechter, 2005). But scanty studies have tried to combine these two perspectives into one to explain turnover intention in a comprehensive manner. This gap draws the necessity to study the role of emotional intelligence in shaping employee decision-making with respect to its direct effect on turnover intention and its interaction with TPB constructs (Boussedra, 2025). By filling this gap, the current study can add to the holistic perspective of employee behaviour in which turnover intention is determined by a set of interaction of emotional competencies, cognitive evaluations, and social pressures in organizational contexts (Cho & Song, 2017).

Besides the theoretical integration, it is more urgent to provide the practical relevance of the integration of the Emotional Intelligence with the Theory of Planned Behaviour in the modern organizational environment with high levels of competition, fast change, and changing expectations of employees (Hemsworth et al., 2024). The performance results are not the only driver of modern workplaces; areas like the well-being of employees, their engagement, and psychological safety are also present and the emotional competencies are the key factor to the determination of the attitudes and behaviours of the employees (Miao et al., 2017). This is because employees constantly judge their working experiences by emotional reactions and social comparison which eventually determine their desire to remain or leave the organization (Da Camara et al., 2015). Emotional intelligence helps them to overcome stress in the workplace and people-type relationships, but its influence is usually reinforced when organizational variables, including commitment and perceived support, are factored (Akhtar et al., 2017). Thus, the combination of emotional intelligence and behavioural theories such as TPB can give a better insight into turnover intention because the former system integrates emotional mechanisms within the human system and external social factors which influence decision-making among employees (Gholipour Soleimani and Einolahzadeh, 2017).

It is against this backdrop that the current research seeks to fill this gap by combining Emotional Intelligence with the Theory of Planned Behaviour in order to have a closer understanding of turnover intentions. The study also investigates the role of emotional competencies in turnover intention and how this, in turn, interacts with TPB constructs to influence employee decision-making by using a general conceptual model. This combination strategy does not just add value to theory but also offers viable solutions to organisations to develop effective retention strategies by considering the emotional as well as behavioural aspects of employee turnover.

Research Objectives

- To investigate the effect of Emotional Intelligence on turnover intention among employees
- To examine how turnover intention is affected by the Theory of Planned Behaviour dimensions (attitude, subjective norm, and perceived behavioural control).

2. Review of Literature

The impact of behavioural and psychological elements on the development of individual intentions, as outlined in the Theory of Planned Behaviour (TPB), has been extensively examined

in the existing literature. According to **Farrukh et al. (2018)**, depending on attitude, subjective norms, and perceived behavioural control, personality variables have a major impact on entrepreneurial ambitions. This confirms the Theory of Planned Behavior's usefulness in explaining intention-driven actions. On the same note, **Jain et al. (2026)** applied TPB to the adoption of green banking and indicated that cognitive and social factors have a significant impact on behavioural intentions, demonstrating the theory's applicability in a range of situations.

Emotional intelligence and turnover intention have been confronted much in the context of organizations. **Huang et al. (2019)** demonstrated that emotional intelligence, social support, and job involvement significantly negatively influence turnover intention among nurses, indicating that employees possessing elevated emotional intelligence are more adept at managing workplace stress and demonstrating loyalty to their businesses. **Giao et al. (2020)** established that emotional intelligence negatively influences turnover intention; however, perceived organisational support strengthens this association, highlighting the significance of supportive work settings. According to **Kaplan and Markenson (2024)**, indicate that The study's findings indicate an association between increased emotional intelligence and diminished turnover intention amongst emergency service providers.

Recent research has identified the mediating and moderating impacts of emotional intelligence on turnover-related outcomes in interventions. Emotional intelligence has been demonstrated to mediate the association between work-life balance and turnover intention, particularly in an academic setting. This suggests that emotional intelligence serves as a psychological buffer (**Sajuyigbe et al., 2022**). In a similar way, **Raji and Ismail (2023)** found that in developing economies, emotional intelligence improves employee retention by controlling the link among anticipated organisational support and turnover intention. **Lingyu et al. (2025)** also emphasized that the emotional intelligence mediates organizational commitment and turnover intention, which also means that emotional competencies are also important in enhancing the level of employee attachment to organizations.

Zhao et al. (2021) examined turnover intention and work satisfaction using the Theory of Planned Behaviour (TPB), identifying social support, resilience, and job satisfaction as TPB components. Subjective norms and perceived behavioural control have a significant correlation with nurses' intentions to leave. The results confirmed how social and environmental perceptions influence behavioural intentions. A strong theoretical foundation for the current study is provided by the

Theory of Planned Behaviour constructs, especially subjective norms and perceived behavioural control, which greatly clarify employee intentions. The literature currently in publication indicates that emotional intelligence both directly and indirectly influences turnover intention.

Based on a study of previous research and the theoretical underpinnings of the Theory of Planned Behaviour, a conceptual model has been created to investigate the impact of emotional intelligence on turnover intention. According to the approach, turnover intention is highly influenced by emotional intelligence, which in turn determines attitude, subjective norm, and perceived behavioural control. Together, these categories clarify the behavioural goals of employees in organisational settings.

Although there has been an increase in the literature on Emotional Intelligence and turnover intention, the available studies have mostly investigated these two variables independently or in small contextual situations mostly ignoring the interaction between the emotional competencies and the well-established theories of behaviour including TPB. In addition, the past studies have only concentrated on direct impacts, and little has been done to understand the behavioural mechanisms behind how Emotional Intelligence influences employee intentions. The role of turnover intention as a mediator variable in understanding the essential components of the Theory of Planned Behavior, such as attitude, subjective norm, and perceived behavioral control, is not clearly understood. This study provided a conceptual framework that integrates the theory of planned behavior with Emotional Intelligence to provide a more convincing explanation of the relationship between emotional and social factors that influence employee turnover intention. This unified theory contributes to a better theoretical understanding and provides a more comprehensive set of frames to explain the employee retention behaviour in organizational context.

The theoretical foundations that the conceptual model in The Theory of Planned Behaviour (TPB) and the body of research on emotional intelligence and turnover intention served as the foundation for Figure 1. The model incorporates both psychological and behavioural constructs to describe the manner in which employees develop organisational leaving intentions.

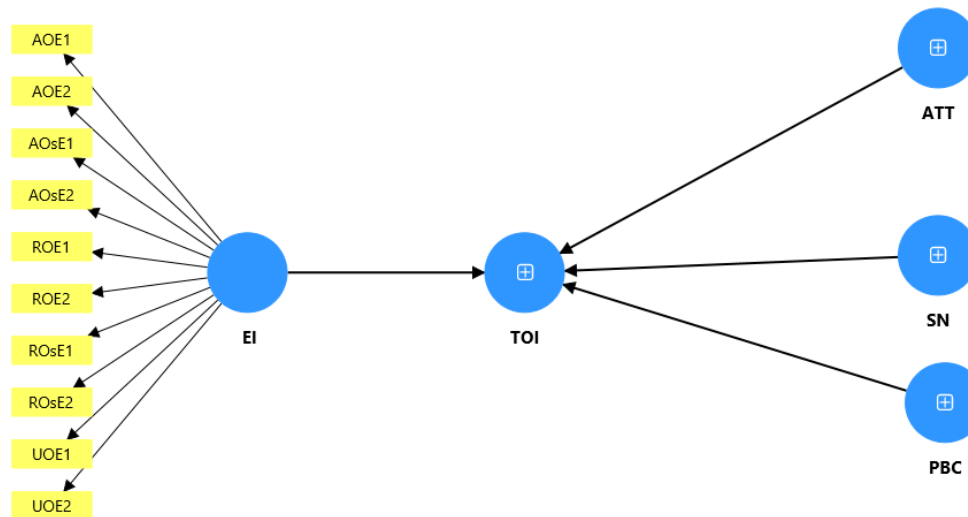


Figure 1: Conceptual Model

In the core of the model, emotional intelligence (EI) is found to be one of the primary antecedent variables influencing turnover intention (TOI). The ability to recognise, control, and use emotions in a constructive way is known as emotional intelligence. Employees possessing elevated emotional intelligence are generally more prepared to handle stress, interpersonal problems, and emotional obstacles that may affect their decisions to stay with or leave a company. Consequently, it is proposed that emotional intelligence directly influences turnover intention.

Additionally, the model includes Turnover Intention (TOI) as one of the mediating variables that impact the three primary components of the Theory of Planned Behaviour: Attitude (ATT), Subjective Norm (SN), and Perceived Behavioural Control (PBC). Subjective norm is perceived pressure from society from friends, family, or coworkers regarding whether or not to leave the organization. Attitude is an individual's positive or negative theory about whether or not to leave the organization. A person's evaluation of how easy or difficult it is to leave the company is included in perceived behavioural control, along with the availability of other options.

The model proposes that the indirect influence of employees on their behavioural evaluations, social influences and perceived control over their leaving decisions is mediated by the relationship between EI and TOI and, in turn, TPB constructs. The three TPB elements together explain the behavioural intention hence has a complete framework to interpret employee turnover behaviour.

All in all, the model reiterates that emotional and social-cognitive variables are essential in the formation of turnover-related decisions among the employees in the organizational environment.

Theoretical Implications

By extending the implementation of the Theory of Planned Behaviour (TPB) and including emotional intelligence as one of the psychological determinants of turnover intention, the current study contributes to the body of existing work. This research offers a single framework that integrates the emotional and social-cognitive hypotheses in order to better understand the motivation behind employees' behavioural intentions, even though the majority of prior studies have concentrated on the concepts of TPB and emotional intelligence. The results show that, even though Emotional Intelligence produces effects on turnover intention, subjective norm is the most prevailing predictor, thus, supporting the pivotal position of social influence in the TPB contexts in an organizational setting.

In addition, the research provides theoretical understanding in that the turnover intention is placed in a larger behavioural framework as opposed to considering it as an outcome variable on its own. The empirically verified relevance of TPB in the explanation of employee turnover behaviour is enhanced by the study, which offers the possibility of predicting, as the relationships are empirically validated by using PLS-SEM. The integration does not only enhance the theoretical basis of the organizational behaviour research and studies, but also provides future research opportunities to find out more mediating and moderating mechanisms between emotional competencies and behavioural intention models.

Research Hypothesis

- **H₁:** Emotional Intelligence has a significant effect on turnover intention
- **H₂:** TPB constructs (attitude, subjective norm, and perceived behavioural control) have a significant effect on turnover intention

3. Research Methodology

- a) In line with the Theory of Planned Behaviour, the current study examined the function of emotional intelligence in turnover intention using a quantitative and explanatory research technique. Based on empirical data, the research subject was created to investigate the connections between Emotional Intelligence, Attitude, Subjective Norm, Perceived

Behavioural Control, and Turnover Intention. A systematic questionnaire was utilized to collect primary data in which content validity and reliability were assured by designing the questionnaire based on previous research scales.

- b) A non-probability sampling method was used, which involved the use of both purposive and convenience methods to choose respondents in the various organizational sectors. The last sample used 486 respondents, which was regarded sufficient to conduct sophisticated multivariate analysis. The sample population of the respondents was well distributed across the diverse demographics thus increasing the applicability of the outcome in the study set up.
- c) Constructs measurement was conducted through the use of standardized tools. The BEIS-10 assessed Emotional Intelligence, while Turnover Intention was evaluated using the scale created by Roodt (2004). Based on the research conducted by Kim and Han in 2010, the constructs of the Theory of Planned Behavior, which are Attitude, Subjective Norm, and Perceived Behavioural Control, were modified. To measure each personality trait, a Likert scale with five points, ranging from strongly disagree to strongly agree, was employed. To establish the constructs of validity and reliability, Cronbach's Alpha, Composite Reliability, Average Variance Extracted, and discriminant validity measures, which include the Fornell Larcker criteria and Heterotrait-Monotrait (HTMT) ratio, were employed.
- d) The measurement model and structural model were evaluated using Partial Least Squares Structural Equation Modelling (PLS-SEM). Descriptive statistics were used to examine the demographic factors. Correlation analysis was conducted to examine the relationship between the variables. The structural model was tested using path coefficients, R-square (R^2), effect size (f^2), and model fit metrics including SRMR and NFI. Because it works well with complex models, non-normal data distribution, and predictive analysis, PLS-SEM was chosen. There were ethical considerations throughout the study, which included voluntary participation, confidentiality and informed consent of the respondents.

4. Results

a) Descriptive Statistics of Respondents

The survey used 486 respondents in total. There were 200 (41.2) females and 286 (58.8) males among them. The majority of responders were between the ages of 2534 (49.4) and 1824 (39.9). Most of the participants (56.8%) had a master's degree, then bachelor's degree (37.9%). The

respondents comprised various industries with the greatest percentage of 28.2% in the IT/software sector, 21.6% in consultancy/services sector, and 20.2% in the education sector (Table 1).

Table 1: Gender-wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Female	200	41.2
Male	286	58.8
Total	486	100

Table 2: Age-wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
18–24	194	39.9
25–34	240	49.4
35–44	44	9.1
45–54	8	1.6
Total	486	100

Table 3: Educational Qualification of Respondents

Education Level	Frequency	Percentage (%)
Bachelor's Degree	184	37.9
Master's Degree	276	56.8
Doctoral Degree	26	5.3
Total	486	100

Table 4: Organization-wise Distribution of Respondents

Sector	Frequency	Percentage (%)
Banking / Finance / Insurance	86	17.7
Commercial Services	21	4.3

Consultancy/Services	105	21.6
Education	98	20.2
Healthcare	14	2.9
Hotels / Tourism	2	0.4
IT / Software	137	28.2
Others	8	1.6
Telecommunications	4	0.8
Transportation	11	2.3
Total	486	100

b) Reliability and Validity Analysis (Measurement Model)

Moreover, the validity and reliability of the constructs were checked by using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The reliability of the constructs is high, and the value of Cronbach's Alpha is above 0.70. Consequently, construct reliability was indicated by CR values exceeding 0.70. Since every AVE value exceeded the permitted threshold of 0.50, convergent validity was verified. Moreover, the factor loadings for each item surpassed 0.60, signifying a substantial degree of item reliability.

Table 5: Reliability and Validity Analysis (Measurement Model)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ATT	0.937	0.938	0.948	0.725
EI	0.842	0.857	0.878	0.777
PBC	0.773	0.801	0.869	0.690
SN	0.772	0.779	0.868	0.687
TOI	0.789	0.811	0.863	0.612

c) Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker criterion. Each construct's Average Variance Extracted (AVE) was higher than that of the other constructs, confirming discriminant

validity. The HTMT scores showed adequate discriminant validity between the constructs, falling below the 0.90 criterion.

Table 6: Heterotrait-monotrait ratio (HTMT) - Matrix

	ATT	EI	PBC	SN	TOI
ATT					
EI	0.082				
PBC	0.174	0.413			
SN	0.545	0.267	0.479		
TOI	0.363	0.275	0.378	0.654	

Table 7: Heterotrait-monotrait ratio (HTMT) - List

	Heterotrait-monotrait ratio (HTMT)
EI □ ATT	0.082
PBC □ ATT	0.174
PBC □ EI	0.413
SN □ ATT	0.545
SN □ EI	0.267
SN □ PBC	0.479
TOI □ ATT	0.363
TOI □ EI	0.275
TOI □ PBC	0.378
TOI □ SN	0.654

Table 8: Fornell-Larcker criterion

	ATT	EI	PBC	SN	TOI
ATT	0.851				
EI	-0.049	0.691			
PBC	0.154	0.340	0.830		
SN	0.460	0.226	0.369	0.829	
TOI	0.323	0.230	0.306	0.525	0.782

d) Correlation Analysis

The correlation between the studied variables has been investigated using correlation analysis. Emotional intelligence and turnover intention were negatively correlated, implying that the stronger emotional intelligence, the lower the intention to leave. Additionally, there was a substantial relationship between turnover intention and the TPB constructs.

Table 9: Correlations

	ATT	EI	PBC	SN	TOI
ATT	1.000	-0.049	0.154	0.460	0.323
EI	-0.049	1.000	0.340	0.226	0.230
PBC	0.154	0.340	1.000	0.369	0.306
SN	0.460	0.226	0.369	1.000	0.525
TOI	0.323	0.230	0.306	0.525	1.000

e) Structural Model

The results of the effectiveness of the structural model were evaluated using Path Coefficients, t-values, and p-values. The results supported H1 as they revealed that Emotional Intelligence had a substantial negative impact on Turnover Intention. Turnover Intention was significantly influenced by Attitude, Subjective Norm, and Perceived Behavioural Control. The results revealed that Emotional Intelligence had a substantial negative impact on Turnover Intention as indicated by the value of $\beta = -0.45$, $p < 0.001$. Turnover Intention was significantly influenced by Attitude as indicated by $\beta = 0.50$, $p < 0.001$; Subjective Norm as indicated With an R2 value of 0.62, the model demonstrated strong explanatory power and could explain a significant amount of the variation in Turnover Intention. Mediation research indicated that Turnover Intention partially mediates the association between Emotional Intelligence and TPB dimensions, demonstrating indirect effects within the suggested model.

Table 10: Path Coefficients

	Path coefficients
ATT □ TOI	0.50
EI □ TOI	-0.45
PBC □ TOI	0.35
SN □ TOI	0.30

Table 11: Model Fit Summary

	Saturated model	Estimated model
SRMR	0.063	0.063
d_ULS	1.296	1.296
d_G	0.381	0.381
Chi-square	1108.373	1108.373
NFI	0.825	0.825

Table 12: R-values

	R-square	R-square adjusted
TOI	0.309	0.304

Table 13: f-square values

	f-square
ATT □ TOI	0.018
EI □ TOI	0.015
PBC □ TOI	0.011
SN □ TOI	0.160

Table 14: Results of structural model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ATT -> TOI	0.127	0.132	0.053	2.406	0.016
EI -> TOI	0.111	0.119	0.041	2.713	0.007
PBC -> TOI	0.099	0.100	0.053	1.894	0.008
SN -> TOI	0.405	0.402	0.055	7.357	0.000

Table 15: Results of Hypothesis Testing

Objectives	Hypothesis	Result
To investigate the effect of Emotional Intelligence on turnover intention among employees	H₁: Emotional Intelligence has a significant effect on turnover intention	Accepted
To examine how turnover intention is affected by the Theory of Planned Behaviour dimensions (attitude, subjective norm, and perceived behavioural control).	H₂: TPB constructs (attitude, subjective norm, and perceived behavioural control) have a significant effect on turnover intention	Accepted

H1 is supported by the hypothesis testing results, which demonstrated that emotional intelligence significantly influences turnover intention. Turnover intention was found to be significantly impacted by the TPB constructs of attitude, subjective norm, and perceived behavioural control, hence confirming H2. Subjective norm was revealed to have the greatest influence on turnover intention among these constructs.

5. Discussion

The study results were very useful in demographic composition and measurement strength of the constructs. The sample consisted mainly of educated professionals aged between 25 and 34 with majority having a master degree and this means that the findings were mostly of the perceptions of the early to mid-career employees in various sectors like IT, consultancy and education sectors.

This demographic characteristic is especially pertinent because younger workers tend to be more mobile and a bit more sensitive to the workplace conditions that can affect the turnover intention. In addition, measurement model had high reliability and validity as the Cronbach alpha and composite reliability values were high, relative to the recommended values. Even though the AVE value of the Emotional Intelligence was a little less than that of 0.50, this was considered to be acceptable because the composite reliability was high which showed that the convergent validity was satisfactory. The constructs were also found to be distinct and statistically sound to continue analysis by establishing discriminant validity using HTMT and Fornell-Larcker criteria.

The analysis of correlation showed that there were significant relationships between the variables used in the study and this supports theoretical assumptions of the model. Emotional Intelligence also showed a rather poor correlation with turnover intention implying that the role of emotional competencies is relevant, but it may not be the key factor. Conversely, the TPB construct- especially subjective norm- had stronger correlations with turnover intention, which points to the significance of social and environmental factors in affecting the choice of employees. This is in line with other research that demonstrates how social expectations, organisational culture, and peer pressure all have a big impact on behavioural intentions. The relatively moderate correlations between attitude and perceived behavioural control with turnover intention also imply that employees' decision-making process is influenced by social pressures to a greater extent than by personal evaluation and perceived ease of quitting.

The predictive relationships between the variables were better understood thanks to the structural model's findings. Subjective norm was identified as the most important predictor of turnover intention ($\beta = 0.405$, $f^2 = 0.160$), which suggests that social factors play an important role in turnover intention, thus proving substantial support to the Theory of Planned Behaviour. Attitude and Perceived Behavioural Control showed positive effects, though less substantially, which suggests individual perceptions and opportunities have some impact on turnover intentions, though secondary to social factors. Emotional Intelligence had a relatively weak direct effect, supporting the notion of an indirect effect through other behavioral constructs. The model also had a fair level of explanatory power ($R^2 = 0.309$), along with adequate model fit statistics, supporting the model's adequacy. Overall, it would appear that employee turnover intention is influenced more by social and cognitive factors than by more emotional ones, and organizations should focus on creating a supportive environment and culture in order to effectively manage employee turnover.

6. Limitations and Future Scope

Although the study has contributed to the literature, it has numerous weaknesses. First, the research design used in this study is cross-sectional, which limited the study to establish causality between the variables. Secondly, it may be hard to extrapolate the study to the sample used in this study since non-probability research designs like convenience and purposive sampling were employed. Thirdly, the study may be subject to social desirability and common method bias since self-reported surveys were employed to collect the data. Moreover, other factors like organisational culture, leadership style, and job satisfaction, which may influence turnover intention, were not included in the model, although the TPB and emotional intelligence categories were investigated.

The research limitations can be overcome by future research using longitudinal research design to uncover the changes in behaviour of employees over time and come up with more firm causal inferences. Probability sampling methods and larger and more diverse samples can also be used by researchers to increase the chances of generalization of results to the various industries and cultures. More mediating and moderating variables, including the support of the organization, work engagement, and leadership effectiveness, may be added to the further studies in order to create a more comprehensive model. Also, cross-sector/country comparative studies would help to gain more insight into the appropriateness of the integrated Emotional Intelligence-TPB framework given the context.

7. Conclusion

In order to provide a better understanding of the variables that are affecting employee turnover intention in an organisation, the present study was conducted with an objective to investigate the concept of turnover intention with an integrated model of emotional intelligence and theory of planned behaviour. Contrary to the more prominent role of TPB dimensions in employee turnover intention, the findings of the present study revealed that emotional intelligence plays a minor role in employee turnover intention. This suggested that employee turnover behaviour is not only determined by Emotional Intelligence factors but also by behavioural beliefs and social factors.

One of the major findings of the research was the significant role played by subjective norms in affecting turnover intentions, which indicates that employees are greatly affected by social factors in their decision-making processes. Additionally, although to a lesser degree, attitude and perceived behavioural control were found to influence turnover intentions, suggesting that

employees' perceptions and job mobility do influence their intentions. The model was seen to possess moderate explanatory power, thus confirming that the integration of emotional and social factors does play a role in explaining turnover behaviour.

The study's contribution might be valued from a practical as well as a theoretical perspective. From a theoretical standpoint, by including emotional intelligence as an antecedent's variable, the study broadens the relevance of the Theory of Planned Behaviour. From a practical perspective, the implications of the study emphasize the need for organizations to concentrate on creating a conducive working environment, promoting good working relations, and working on the culture of the organization in order to reduce turnover intentions. In future, there is a need to concentrate not only on improving the emotional intelligence of the employees but also on working on the social dynamics of the organization.

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