

Determinants of Turning Intent: Effects of Personality and Emotional Regulation

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DOI Link: <http://dx.doi.org/10.6007/IJAREMS/v14-i3/24633>

Published Online: 09 September 2025

Abstract

Understanding the influence of personal factors on turnover intention is the key to retaining human resources in an organization and achieving the organizational objective and performance. The issue has been seen as a problem that needs to be addressed, as the turnover intention will impact the remaining employees' workflow and increase workload. Therefore, this research aims to study the factors of personality traits and emotion regulation that influence turnover intention among employees. This is a quantitative study that uses a questionnaire to conduct research in the form of a survey that consists of the Turnover Intention Scale (TIS), Big Five Inventory-10 (BFI-10) and Emotion Regulation Questionnaire (ERQ) to the subject of the research. This study will involve 244 employees, and the data will be analyzed through correlation tests and multiple regression tests using Statistical Package for Social Sciences (SPSS) version 25. The outcome of the research is that there is a positive relationship between turnover intentions and personality traits. Furthermore, there has also been a positive relationship between turnover intention and emotion regulation.

Keywords: Turnover Intention, Personality, Emotion Regulation, Employees

Introduction

In order to achieve the objectives of this organization, many factors need to be considered and taken into account, such as the well-being of human resources to retain employees in the organization and prevent them from stopping work due to emotional regulation and personality factors. These factors must be seen from related needs such as salary, benefits, promotion, working conditions, supervision, organizational practices and colleague relationships (Misener, 1996). Since each factor is among the determinants in an employee's decision to stay or leave, understanding the influence of personal and contextual factors on turnover intentions is critical. For example, the practice of organizational justice or fairness can be a decisive factor influencing employee retention since fair treatment by employers shows that they value employees and care about their well-being (Griffeth, Hom, and Gaertner, 2000). Employees who feel organizational support will develop more substantial organizational commitment (Shore and Wayne, 1993).

An organization needs the use and energy of human resources compared to other resources such as equipment, machines and capital. These human resources must be skilled, knowledgeable and capable so that more effective use can be applied among employees. However, if the form of human resource management in an organization is not systematic, then the human resources found in the organization will shift to other organizations. This phenomenon that occurs is called employee turnover.

A new employee needs to be recruited and retrained when there is a vacancy, whether due to voluntary layoffs or not. This cycle of replacement of vacant positions is called employee turnover (Woods, 1995). A high employee turnover rate is an unhealthy situation for an organization. Organizations with high employee turnover rates will consume higher costs than otherwise (Bondreau, 1992). There is no doubt that the problem of employee turnover is detrimental to an organization. The increased cost of hiring and training employees for an organization will increase a lot, and time will also be wasted.

The hiring process will be long and in turn will reduce the level of motivation of existing employees which is getting lower due to the problems in the existing work flow. The impact on employee turnover will result in the workflow for employees who remain in the organization becoming irregular and the workload increased. Therefore, the issue of employee turnover is an issue that cannot be avoided by any organization and becomes a priority to overcome.

Personality is considered an essential element in retaining employees in an organization. This behaviour distinguishes one individual from another because personality is often associated with human uniqueness. This is because every human being is born with their characteristics, identity and characteristics. It is said that personality traits and organizational productivity directly correlate to producing employee output and determining the amount of turnover in an organization. So, an employee's personality must be suitable to the organization's culture because someone suitable in a certain organization will show compatibility between himself and his position in the organization.

According to Ashford and Humphrey (1993), managing employees' emotions has become an everyday norm at the organizational level. This proves that emotions today have gained focus because they can affect the credibility of employees in an organization. Emotions always have different perspectives due to the subjective nature of emotions, making it challenging to produce a form of definition that is theoretically accepted and difficult to conceptualize scientifically. This is because the experiences of each individual are different (Gayathri & Meenakshi, 2013). Emotions help individuals adapt to the environment and life by signalling themselves and others when a situation occurs, whether as a threat or a benefit.

Emotional regulation involves the emotional process as a modality model based on the transaction between a person and a situation. According to Gross (2007), the emotional process covers the following network: situation - attention - appraisal - response. The network begins with the existence of external or internal situations experienced by individuals. Individuals will pay attention when the situation suits them, then assess until finally an emotional response appears. Emotional feedback covers actual behaviour, subjective experience, and physiological changes. This is because feedback from a situation can become

a new situation for the following process. Because of that, this emotional process can happen repeatedly and last for a long time, depending on the individual's situation. The emotional regulation process can be seen in figure 1.

This cycle of feedback situations can keep repeating itself. Individuals are expected to be adaptive to existing situations by manipulating elements of the emotional process so that emotional responses, especially negative emotions, can be minimized. Manipulation of these elements is called emotional regulation. This is because emotional regulation can occur at various emotional levels, namely when the situation arises, when attention is needed, when an appraisal is given, or when a response is needed.

This work performance is also linked to job turnover, which affects the organization's stability. Indeed, a high employee turnover rate is an unhealthy condition for an organization. Employee turnover is seen as an organizational problem that affects the quality of products or services and increases the cost of replacement, recruitment and retraining (Johnson, 1981). In addition, employee turnover will also lower employee morale (Manley, 1996) and can be contagious to other employees (Deery & Iverson, 1996). Realizing this, the organization's management must deal with this employee turnover issue. Among them is the need to make work more meaningful in an environment that motivates and satisfies employees to perform their work (Atchisin, 1991). These factors are critical to study for an employee because, without realizing it, the regulation of emotions and personality may influence the determination of the loyalty and permanence of a person in an organization and further reduce the problem of employee turnover.

Realizing the importance of this issue, many organizations have tried to deal with the turnover problem among their employees. There is a significant difference between the focus on business, which is more focused on financial aspects, which are the core of the company's goals achieved with good employee performance, and the focus on employee performance in the public sector where not only financial factors are the focus but also social aspects and environment (Paul, 2010).

Emotional regulation and the personality of employees that are not in line with the organizational culture will cause the turnover rate of employees in the organization to increase. This will reflect the organization's low efficiency and effectiveness in finding failure. Therefore, it is essential to survey government agencies related to the issue of job turnover. This is because changing employees can take a long time and cost a lot.

The intention is individual behaviour that is carried out in the future (Ajzen & Fishbein, 1980; Bagozzi, 1992). Intention to leave an organization is defined as the degree to which the individual considers leaving or breaking ties with the current employer (Kim, Price, Muller & Watson, 1996). According to the Theory of Planned Behavior (TPB) (Ajzen, 1991), it can be placed as a manifestation and predictor of actual employee turnover (Cohen & Golan, 2007). Intention to leave the organization refers to a situation where the employee intentionally leaves the current organization (Tett & Meyer, 1993). Researchers also state that this individual behaviour is subjective and likely to leave the organization or profession in the near future (Bigliardi, Petroni & Ivo Dormio, 2005; Mowday, Steer & Porter, 1979; Vandenberg & Nelson, 1999).

Previous researchers have used intention as a proxy for employee turnover (Bluedorn, 1982; Johnsrud & Rosser, 1999; Lee & Mowday, 1987; Steers & Mowday, 1981). Tett and Meyer (1993) found that the intention to leave the organization occurred when the individual considered leaving the organization after successfully obtaining a new job and profession in another organization. The intention to leave the organization is expressed in thoughts and then shown by the individual through their behaviour or behaviour to leave the organization (Park & Kim, 2009). Mobley, Griffith, Hand and Meglino (1979) have divided four cognitive parts in employee turnover: a. Thinking of leaving the organization; b. Planning to stay or leave the organization; c. Looking for an alternative career; and d. Desire to leave current career. Hypothesis H1: There is a significant relationship between job satisfaction and intention to leave the organization among civil servants in Malaysia.

The Emotion-Regulation Skills Questionnaire (ERSQ) by (Berking & Znoj, 2008) contains a 5-point scale. These skills include muscle relaxation, breathing relaxation, non-judgmental perception of emotions, acceptance and tolerance of emotions, compassionate self-support, identification of the causes of one's emotional reactions, and active modification of emotions. About the exploratory analysis of specific skills, employees reported experiencing particular difficulties in accepting negative emotions, tolerating negative emotions, supporting themselves in emotionally challenging situations, and facing situations that evoke negative emotions to achieve essential goals. A possible explanation for this finding is that the ability to deal with negative emotions effectively can prevent these emotions from adversely affecting positive emotions.

A study by Takase (2010) provides a comprehensive analysis of how acquisition intentions can be characterized. In this detailed analysis, Takase concluded that purchase intention involves multi-level psychological, cognitive and behavioural processes. Psychological is the initial step followed by cognitive, and the actual decision to stay or leave the current organization is made based on behavioural intentions. According to Mobley (1982), turnover intention can be the voluntary intention to stop working for his current employer. This is the willingness to let the organization follow the employees' wishes (Kuvaas, 2006; Tett & Meyer, 1993). It is thought that procurement intention leads to actual procurement, and a significant relationship between procurement intention and actual procurement behaviour was found in previous studies (Steel & Ovalle, 1984; Tett et al., 1993; Tett et al., 1993).

Professional employees are highly skilled and knowledgeable, producing exceptional value for the organization (Goffee & Jones, 2007). The characteristics intended to describe it are the type of work, autonomy, competence, expertise and highly functional groups (Gelens, Dries, Hofmans & Pepermans, 2013; Ranft & Lord, 2000). Accountants, architects, dentists, doctors, engineers, IT professionals, lawyers and lecturers are among the occupations of professional workers (Abdul Rahman, 2012; Ranft et al., 2000; Tremblay, Wils & Proulx, 2002). Scholars argue that turnover intentions and professional workers are ongoing phenomena. One of the possible implications is that organizations experience large allocation to recruit, select and replace professional employees (George, 2015). When losing professional workers, one may experience the adverse effects of the competition for brains and talents ready to be handed over (Pa Kim, 2008). Integration between talent retention and professional employees has been seen as essential to balance expertise and value to continue to function in a competitive market (Claiborne, Auerbach, Zeitlin & Lawrence, 2015; Ranft et al., 2000).

Next is the study by Idris Osman, Fauziah Noordin, Normala Daud and Mohd Zailani Othman (2015), titled *The Dynamic Role of Social Exchange and Personality in Predicting Turnover Intentions among Professional Workers*. The study's purpose is to better understand the mechanism of social exchange and its effect on behavioural intention. Human behaviour, characteristics and personality function to predict actual behavioural intention. So, this purpose is to discuss the effect of social exchange in predicting turnover intention among professional employees and the mediating role of personality in this relationship.

Precise and robust behavioural expectations among professional employees must be met, and fair treatment of interactions, distributions, and procedures must be conducted. Organizational trust forms the main focus of employee-employer integrity, where professional employees assume that ethical practices must be in place. Teamwork develops high commitment among team members, and two-way communication encourages feedback and clear job expectations and maintains long-term relationships. The openness of professional employees to experience value helps them have the freedom to create new ideas, innovate, and create new experiences for career development. Based on some limitations, therefore, there seems to be a definite need to conduct an empirical study of the relationship between social exchange and procurement intentions among specialized or combined professional occupations such as engineers, doctors, architects, accountants and lawyers. A qualitative study is needed to prove the most critical dimensions of predicting turnover intentions among professional temporary workers. Quantitative methods are used to examine the effects between variables based on the developed research model.

Method

Population refers to all cases or subjects that interest the researcher to be studied (Wallace & Van Fleet, 2012). At the same time, Noraini (2013) defines a population as a group that attracts the attention of researchers so that it allows a researcher to make generalizations through his findings. This study used the sample size determination table prepared by Krejci and Morgan (1970). The size of this sample shows that if the study population obtained based on the latest statistics and from an authentic source is 350 people, then the sample size required for this study is between 181 and 186 people.

The descriptive analysis performed is aimed at obtaining the number or frequency, referred to as frequency, of the respondents' background information collected. In addition, descriptive analysis using percentages was also performed on the frequency data. The researcher will perform a descriptive analysis at the beginning of the results chapter to provide the respondents' background or to form a profile of the respondents in the study. It also refers to the study's objective, which is to document the profile or background of the study sample. In addition, the researcher can also make a descriptive analysis of the frequency and percentage of the respondents' responses according to the items and scales set in the research instrument. Descriptive analysis is also used to answer the study's objective: to identify the level of a variable being studied.

Descriptive data can be presented as tables or diagrams according to the variables studied. The researcher will vary the presentation of descriptive data to show the researcher's ability in descriptive data analysis. In social work research, researchers can make diagrams or graphs according to the respondents' appropriate background information

It is to generalize the relationship between variables in the study sample and the study population (Chua, 2012). Inferential statistics are performed using Chi-Square, T-test, ANOVA test, Pearson Correlation test and Multiple Regression test. These statistical tests help researchers to express the relationship between variables in a quantitative study. However, before the inferential analysis is done, the researcher needs to ensure the type of data collected to facilitate the chosen type of analysis. According to Chua Yan Piaw (2011), there are two forms of quantitative data, namely nominal or ordinal data and interval or ratio data.

The differences between groups can be analyzed using data from a Likert scale. Among the commonly used analyses for ordinal scale data are the Chi-Square test, the Mann-Whitney test and the Kruskal-Wallis H test. If the optional scale data, either interval or ratio, is used, the researcher will use the T-test or the ANOVA test to identify differences between groups. The T-test analyses the difference between two interval or ratio data groups. For example, they are differentiating pressure between male and female groups. The ANOVA test is used to analyze the differences between two or more two groups of data in the dependent variable. For example, to differentiate the stress between three ethnic groups, generalizations about the relationship between variables in the study sample and the study population should be made (Chua, 2012). Inferential statistics are performed using Chi-Square, T-test, ANOVA test, Pearson Correlation test and Multiple Regression test. These statistical tests help researchers to express the relationship between variables in a quantitative study. However, before the inferential analysis is done, the researcher needs to ensure the type of data collected to facilitate the chosen type of analysis. According to Chua Yan Piaw (2011), there are two forms of quantitative data, namely nominal or ordinal data and interval or ratio data.

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Result

The biographical information of the study subjects consists of gender, ethnicity, religion, status, level of education, length of service, latest rank and whether they ever intend to quit working as a employees. A total of 210 (86.1%) respondents were male, while 34 (13.9%) were female. The ethnic distribution of the respondents, which is the highest is 222 (91.0%) people are Malay, the second highest is 13 (5.3%) people are of other races, followed by 6 (2.5%) who are Chinese, and the lowest is 3 (1.2%) are Indians.

Next, for the distribution of religion, the highest is 229 (93.9%), which are Muslims; the second highest is 7 (2.9%), which are Christians, followed by 4 (1.6%) Buddhists. The second lowest is 3 (1.2%), which are Hindus, and the lowest is 1 (0.4%), which are other religions. As for the respondents' status, the highest is 213 (87.3%), and they are married, and the second highest

is 23 (9.4%), and they are single. Next, followed by 5 (2.0%) are widowers, the second lowest is 2 (0.8%) widows, and the lowest is 1 (0.4%) others.

For the level of education, the highest number of respondents is 164 (67.2%) people are SPM, the second highest is 56 (23.0%) people with a Certificate/Diploma, followed by 20 (8.2%) people with a Bachelor's. At the same time, the level of Master's and Other education is the same, i.e. 2 (0.8%) people. For the highest service period group, 84 (34.4%) are 11 to 20 years. The second highest is that 46 (18.9%) people are 30 and above, followed by 37 (15.2%) people are 21 to 30. Next is 35 (14.3%) people are 6 to 10 years old. The second lowest is 24 (9.8%) people are 4 to 5 years old, and the lowest is 18 (7.4%) people are 1 to 3 years old.

The highest recent rank for the distribution of respondents is 89 (36.5%) people are KPL, and the second highest is 62 (25.4%) people are SJN. Next followed by 40 (16.4%) people are L/KPL, 22 (9.0%) people are KONST and 19 (7.8%) people are SM. For the second lowest latest rank, 6 (2.5%) people are INSP and the lowest is 3 (1.2%) people are ASP and SI. Analysis of the distribution regarding intention to quit working as a employees shows that 70 (28.7%) respondents intend to quit working. In comparison, 174 (71.3%) people do not have the intention to quit working as a employees. Based on the frequency of job turnover levels recorded, a total of 115 people (47.1%) respondents got a score at a moderate level, a total of 91 people (37.3%) got a low score, and a total of 38 people (15.6%) got a high score.

The results of the correlation analysis found that the relationship between the level of work turnover and personality among employees is a negative, low and highly significant relationship ($r = -0.214$, $k < 0.001$). The analysis results show that the hypothesis that states the relationship between the level of job turnover and personality is rejected. The results show that personality factors do not influence respondents who have a high level of job turnover. The results of the correlation analysis showed that the relationship between the level of work turnover and emotional regulation is low and highly significant ($r = 0.206$, $k < 0.001$). The analysis results show that the hypothesis that states the relationship between the level of job turnover and personality is accepted. The results show that emotional regulation factors influence respondents who have a high level of job turnover.

The findings show that all independent variables explain 12.6% of the total variance of turnover intention. Overall, the good fit model is significant, $F(2, 241) = 17.32$, $p\text{-value} = 0.00$. Based on the R Square value, it was found that emotional regulation and personality variables influence job turnover intentions by 0.126 or 12.6%. This means that another 87.4% is influenced by other variables outside of this regression or variables not studied by the researcher.

Summary

The highly significant relationship between job turnover intention and personality is negatively related and low. The results of this study are contrary to those of Amir Sarwar (2013), who found that there is a very significant and strong relationship between personality and turnover intention, with a relationship strength value of 99%. This conflicting result may be due to several factors, among which do different public and private employees practice the work culture.

The highly significant relationship between job turnover intentions and emotional regulation is positively and lowly related. The results of this study align with the findings of a study conducted by Matthias et al. (2010), where there is a positive relationship between turnover intentions and emotional regulation through training provided by the employer. The similarity of the findings of this study may be because the respondents were the same by both researchers.

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