



The Mediating Role of the Dark Triad in the Effect of Emotional Intelligence on Turnover Intention



Dewa Ayu Istri Gedong Astari Dewi^a
I Made Artha Wibawa^b

Article history:

Submitted: 27 April 2025

Revised: 09 May 2025

Accepted: 18 June 2025

Keywords:

Dark Triad (Machiavellianism, Narcissism, Psychopathy); Emotional Intelligence; Turnover Intention;

Abstract

Turnover intention refers to an *employee's tendency or intention to voluntarily leave* or move from their current position and seek employment elsewhere. This study aims to analyze the relationship between emotional intelligence and turnover intention with the dark triad as a mediating variable, based on the Social Exchange Theory and Job Demands-Resources (JD-R) Theory. A quantitative approach with a causal associative method was employed in this research. The sampling method used was proportional random sampling, with a total sample of 235 employees. Data were collected through a Likert-scale questionnaire and analyzed through Structural Equation Modeling based on Partial Least Squares (PLS-SEM) to examine both direct and indirect relationships among the study variables. The findings reveal that emotional intelligence has a significant negative effect on turnover intention. Furthermore, emotional intelligence significantly negatively influences Machiavellianism, narcissism, and psychopathy. In turn, Machiavellianism, narcissism, and psychopathy have a significant positive effect on turnover intention. The mediation analysis indicates that Machiavellianism, narcissism, and psychopathy partially and competitively mediate the effect of emotional intelligence on turnover intention. These results provide practical implications for IHG as valuable input and consideration in managing human resources to reduce employee turnover. Future research is recommended to explore other variables that may influence turnover intention by expanding the scope in terms of time, population, and respondent characteristics, and to further contribute to the relatively underexplored field of dark triad traits in organizational research.

International research journal of management, IT and social sciences © 2025.

This is an open access article under the CC BY-NC-ND license

(<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

Corresponding author:

Dewa Ayu Istri Gedong Astari Dewi,

Faculty of Economics and Business, Udayana University, Denpasar, Indonesia.

Email address: dewaayustris2@gmail.com

^a Udayana University, Denpasar, Indonesia

^b Udayana University, Denpasar, Indonesia

1 Introduction

Tourism is one of the largest economic sectors in the world and is the most important source of foreign income and employment for many countries (Maulana & Prasetyia, 2023). The hospitality industry is seen as an important component of the tourism sector as it provides accommodation services needed by consumers (Prabhu et al., 2019). Competition in this industry can be overcome by improving the quality of services (Muhammad et al., 2023). The increase in organizational success is greatly influenced by the management of the company's valuable assets, human resources (Yousaf et al., 2018).

Human resources are a very important factor in showing the competitiveness of the hotel industry (Muhammad et al., 2023). Employee contributions that exceed measurement standards are an advantage for companies to accelerate the achievement of organizational goals (Vuong & Nguyen, 2022). Companies experience challenges in getting a skilled workforce and even more so in retaining the employees they have (Rinah, 2019). A phenomenon that is still being discussed in Human Resource Management (HRM) is turnover intention (Setiyarti et al., 2023). Turnover intention is the tendency of individuals to quit their jobs or move to another place of work according to their own desires (Masta & Riyanto, 2020). High turnover intention will cause losses in various aspects, especially in terms of time, finance, and effectiveness, as well as the efficiency of company management (Asriani & Riyanto, 2020). High employee turnover can result in organizational instability (Tocle, 2021). The theory that examines turnover intention can be explained through Social Exchange Theory (SET) (Nguyen et al., 2023) and Job Demand–Resource Theory (Zhang et al., 2025).

Social Exchange Theory focuses on the exchange between individuals and organizations, where individuals contribute their work and the organization provides rewards in return (Ariyabuddhiphongs & Kahn, 2017). Social Exchange Theory describes how individuals engage in various transactions in their social lives, which involve strong emotional relationships (Tran et al., 2022). The JD-R theory assumes that psychosocial work conditions can be classified into two main categories, namely job demand and job resource (Tummers & Bakker, 2021). This theory states that if there are enough work resources, then individuals will be more involved in their work. If the demands of work are too high and not balanced with adequate resources, then individuals can experience stress, emotional disturbances, increased absenteeism, and high employee turnover rates (Hwang & Yi, 2025). Companies that experienced turnover intention problems were IHG.

The management of IHG identified that there were indications of a high turnover rate among the employees they had. This is supported by recording data on employee turnover as shown through the turnover rate for the last 3 years, 2021, 2022, and 2023. Figure 1 shows the employee turnover rate at the IHG₁ & IHG₂ in 2021 – 2023. The results of the preliminary study show data on the results of the recapitulation of the turnover rate of employees in all departments in the last three years, showing that the turnover rate fluctuates and exceeds the company standard set per year by a percentage of 6.40%.

The employee turnover rate of IHG₂ in 2021 exceeded the set standard by 13.84%, with the number of employees leaving the company as many as 23 people. Data for 2022 shows that the employee turnover rate has decreased by 11.06%, with the number of employees leaving the company as many as 19 people. In 2023, the employee turnover rate increased significantly, with 31 employees leaving the organization, at a rate of 18.77%. In the study, Davidson et al. (2010) state that employee turnover is said to be normal if it ranges from 5-10% per year and is said to be high if it is more than 10% per year. Based on turnover data from 2021 to 2023, it can be said that the turnover rate at IHG₁ & IHG₂ for the three years exceeds the set standard.

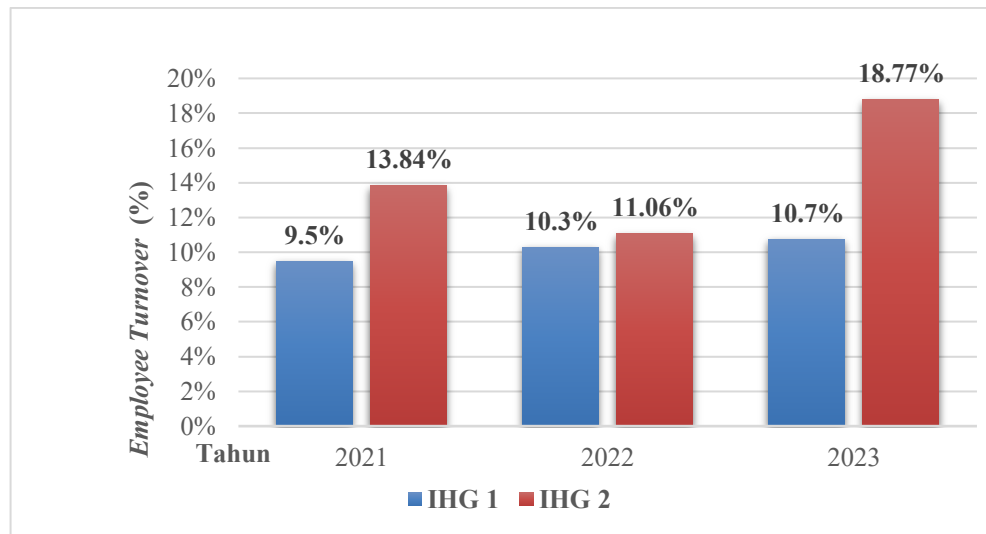


Figure 1. Turnover rate of IHG in 2021 – 2023

The employee turnover rate of IHG₂ in 2021 exceeded the set standard by 13.84%, with the number of employees leaving the company as many as 23 people. Data for 2022 shows that the employee turnover rate has decreased by 11.06%, with the number of employees leaving the company as many as 19 people. In 2023, the employee turnover rate increased significantly, with 31 employees leaving the organization, at a rate of 18.77%. In the study, [Davidson et al. \(2010\)](#), state that employee turnover is said to be normal if it ranges from 5-10% per year and is said to be high if it is more than 10% per year. Based on turnover data from 2021 to 2023, it can be said that the turnover rate at IHG₁ & IHG₂ for the three years exceeds the set standard.

The problem of turnover is certainly worrying for the human resources department because they have to recruit, select, and retrain to replace employees who have left their positions. If turnover continues to increase, there are concerns that employees who are still working could be affected and also have the desire to quit their jobs. Employee turnover intent is a significant issue in the hospitality industry globally ([Haldorai et al., 2019](#)). Turnover intention is the tendency of employees to leave the company caused by stress at work, frustration, and influenced by the level of emotional intelligence that employees have ([Giao et al., 2020](#)).

[Goleman \(2018\)](#) explained that emotional intelligence refers to the ability of a person to control emotions, motivate themselves, resilience in the face of failure, and regulate the state of the soul. Emotional intelligence is one of the factors that affect a person's success at work ([Prentice, 2019](#)). Emotional intelligence involves the ability to understand, recognize, as well as regulate or even manipulate the emotions of others ([Vize et al., 2018](#)).

Emotional intelligence can also influence dark triad behavior within companies ([Hyde et al., 2020](#)). Emotional intelligence can be considered a relevant variable for investigating the relationship between dark triads ([Michels & Schulze, 2021](#)). Employees' tendency to leave the company is caused by workplace stress, frustration, and immoral behaviors that employees have ([Berkery et al., 2020](#)). This immoral behavior can be described as a dark triad personality that is carried out by individuals when interacting in organizations ([Treglown et al., 2018](#)). Studies have shown that individuals with high levels of Dark Triad of Personality Traits (DTPT) are more likely to be self-goal-oriented, prioritize prestige and power, and seek to obtain resources from the work environment ([Leonelli et al., 2020](#)).

The Dark Triad was first published by [Paulhus & Williams \(2002\)](#), which describes three personality types called dark because each is considered to contain evil traits, namely Machiavellianism, psychopathy, and narcissism. Machiavellianism refers to the tendency to be manipulative, unethical, and prioritize personal goals above all else ([Baheer et al., 2023](#)). Psychopaths are characterized by a lack of empathy, impulsivity, and antisocial traits ([Filipkowski & Derbis, 2020](#)). Narcissism is described as feelings of overconfidence, the need to be admired, and a sense of superiority ([Junça-Silva & Silva, 2023](#)). Basically, individuals want a comfortable workplace and have good relationships with colleagues ([Mustika et al., 2020](#)). A supportive and harmonious workplace can support individual well-being and reduce their intention to go out at work ([Martins et al., 2023](#)). The dark triad is generally judged to be unfavorable and dysfunctional behavior, but recent research in a managerial context suggests that individuals can benefit from these dark personalities ([Tummers & Bakker, 2021](#)). Individuals who have a high dark triad tend to exhibit

unethical behavior to achieve their goals, which can negatively impact the mental health of coworkers and increase employee intent to leave the organization (Baheer et al., 2024).

This study aims to examine The Mediating Role of the Dark Triad in the Effect of Emotional Intelligence on Turnover Intention. This research is based on Social Exchange Theory and Job Demand and Resources Theory, but there are not many studies that combine these four variables in one study. Therefore, further research is needed to explain the role of the dark triad in mediating the effect of emotional intelligence on turnover intention (Astuti & Surya, 2020).

Literature Review and Research Hypothesis

Social Exchange Theory (SET)

This study employs Social Exchange Theory, developed by Blau (1964). Social Exchange Theory suggests that when employees feel they are treated well by the organization, they are more likely to exhibit positive attitudes and behaviors toward it (Ayop & Ishak, 2024). Individuals tend to reciprocate any benefits they receive from others (Ahmad et al., 2023). When a company provides support and shows concern for employee well-being, employees are more inclined to engage in behaviors that benefit the organization (Paraskevaidis & Andriotis, 2017).

Job Demand Resource Theory (JD-R)

Job Demand Resource Theory (JD-R) was first published by Demerouti et al. (2001). The JD-R theory assumes that psychosocial work conditions can be classified into two main categories, namely job demand and job resource (Tummers & Bakker, 2021). Job demands include high work pressure, excessive role load, emotional demands, and an uncondusive work environment (Zhang et al., 2025). Employment resources include support from superiors and coworkers, a positive work climate, and clarity of roles and involvement in decision-making (Lehmann et al., 2021). The Job Demands-Resources Theory (JD-R) explains that the balance between job demands and job resources affects the level of work involvement and the intention of employees to leave the organization (Lezon et al., 2025). Park et al. (2021) state that high job demands can lead to emotional fatigue and increase the intention to quit work. This is because high work demands, excessive role load, emotional demands, and an uncondusive work environment can worsen the psychological condition of employees, thereby increasing emotional fatigue and encouraging the emergence of turnover intention (Zhang et al., 2025). High job demands without adequate job resource support can increase turnover intention, especially if individuals experience stress and emotional exhaustion (Li et al., 2025).

The Effect of Emotional Intelligence on Turnover Intention

Akhtar et al. (2017) stated that emotional intelligence has a negative and significant effect on *turnover intention*, thereby showing that the higher the level of emotional intelligence that employees have, the more likely it is to reduce the turnover rate in the company. Majeed & Jamshed (2021) state that employees who have high emotional intelligence will be less likely to leave their jobs, while employees who have low emotional intelligence will be more likely to leave their organizations. Employee emotional intelligence not only reduces frustration and stress at work but also helps others to have less intention to quit (Giao et al., 2020). If employees tend to focus more on negative emotions than on doing the job, then it can lead to physical and mental exhaustion that results in high turnover intentions (Mériida-López et al., 2022). Yousuf et al. (2024) state that emotional intelligence has a negative influence on *turnover intention*, stating that individuals who have high emotional intelligence will be able to understand their own emotions, behave positively, and establish good social relationships with others at work. Emotionally intelligent individuals can regulate their emotions, which means they are less likely to leave the organization due to emotional shocks to reduce turnover intentions and greater organizational attachment (Miao et al., 2017). Emotional intelligence is considered the ability to recognize and manage emotions in oneself and integrate them in determining thinking behavior and the consequences faced (Kozłowski et al., 2018).

H1: Emotional intelligence has a negative and significant effect on turnover intention.

The Role of Machiavellianism in Mediating the Influence of Emotional Intelligence on Turnover Intention

Emotional intelligence can make individuals easily manipulate others (Hyde et al., 2020). Emotional intelligence is defined as an individual's ability to identify and regulate emotions in themselves and others. Machiavellianism is one of the traits that belong to the dark triad, where this trait is generally considered a negative attitude. The results of the research of Austin et al. (2007) state that emotional intelligence has a negative effect on Machiavellianism, meaning that the higher a person's emotional intelligence, the lower their tendency to show manipulative traits that are characteristic of Machiavellianism. This negative influence is also caused by emotional intelligence that encourages the values of empathy, cooperation, and honesty that are certainly contrary to the manipulative character of Machiavellianism (Barlow et al., 2010).

Other research shows that the dimension of emotional intelligence, especially “*managing other people's emotions,*” increases; hence, the nature of machiavellianism tends to decrease, which states that a good ability to manage the emotions of others makes a person less likely to show manipulative traits (O'Connor & Athota, 2013). High emotional intelligence often shows empathy and prioritizes ethical and cooperative behavior, but this trait is contrary to the tendency of Machiavellianism to be selfish and manipulative (Tsirimokou et al., 2021). Similar research was also found by Miao et al. (2019), stating that emotional intelligence has a negative and significant effect on Machiavellianism.

Employees with high levels of Machiavellianism are more sensitive to a decline in beliefs related to changes that can increase the intention to move more significantly than employees with low levels of Machiavellianism (Belschak et al., 2020). Machiavellianism has a significant and positive relationship with the intention of change (Baheer et al., 2023). The results of Chung & Shin's (2021) study stated that Machiavellianism has a positive and significant relationship with the intention to change jobs, which means that the higher a person's level of Machiavellianism, the more likely they are to have an intention to leave their job.

H2a: Emotional intelligence has a negative and significant effect on Machiavellianism

H2b: Machiavellianism has a positive and significant effect on turnover intention

The Role of Narcissism in Mediating the Influence of Emotional Intelligence on Turnover Intention

Nguyen et al. (2022) state that emotional intelligence has a negative and significant effect on narcissism, which means that individuals with high levels of emotional intelligence have *low* vulnerable narcissism. This means that individuals are better able to understand and manage their own emotions, so they are less likely to feel offended, anxious, or inferior, which are characteristic of vulnerable narcissism. Zajenkowski et al. (2018) state that Individuals with vulnerable narcissism tend to rate their emotional abilities lower, which reflects difficulties in managing emotions and building interpersonal relationships, so that the higher a person's emotional intelligence, the lower the tendency to have vulnerable narcissism. The results of the study of Austin et al. (2014) state that individuals with high emotional intelligence tend to be better able to manage their emotions, show empathy, and build healthy interpersonal relationships, making them less likely to develop vulnerable narcissism traits.

Narcissism has a significant and positive relationship with the intention of change (Baheer et al., 2023). Previous research has shown that employees work with narcissistic individuals, which leads to exit intentions because they do not align their goals with the organization's goals (Braun, 2017). Other studies show that narcissistic individuals create a deceptive work atmosphere that adversely affects their coworkers' performance and increases turnover intention (Foulk et al., 2018). Employees who have a narcissistic coworker are more likely to be absent from the workplace because they experience harassment and choose to leave the organization (Szabó et al., 2021).

H3a: Emotional Intelligence has a negative and significant effect on narcissism

H3b: Narcissism has a positive and significant effect on turnover intention

The Role of Psychopathy in Mediating the Influence of Emotional Intelligence on Turnover Intention

Emotional intelligence has a negative and significant effect on psychopathy (Szabó & Bereczkei, 2017). Research (Miao et al., 2019) explains that the higher an individual's emotional intelligence, the lower the likelihood that they have psychopathic traits. Psychopathy is often associated with an inability to control emotions, especially those that trigger destructive behaviors (Ali et al., 2009). Individuals with high levels of psychopathy have limitations in responding to and controlling their emotions (Austin et al., 2014). If individuals with good mental health conditions are less likely to exhibit traits such as psychopathy, which is often associated with poor mental health problems (Veselka et al., 2012).

Psychopathy has a significant and positive relationship with *turnover intention* (Baheer et al., 2023). Psychopathy affects the health of the individual who is with him and becomes a victim of psychopathic behavior, which can be done on a personal and professional basis and will certainly affect the work outcomes of the individual, which increases *turnover intention* (Boddy, 2017). Some studies show that employees who work with individuals who exhibit psychopathic traits are more likely to leave the organization (Mathieu & Babiak, 2016).

H4a: Emotional intelligence has a negative and significant effect on psychopathy

H4b: Psychopathy has a positive and significant effect on turnover intention

2 Materials and Methods

Sample and Sampling Method

The population in this study was all employees recorded as working at IHG until 2024, with a total of 564 people. This study uses the Slovin Formula in determining the sample size to be used. The results of the calculation with the Slovin Formula show that 235 employees will be representative enough to describe the population of employees at IHG with a margin of error of 5 percent. This study uses a proportional random sampling technique. This technique ensures that each subgroup is represented in the sample according to its distribution in the population, and sampling is done using the *wheel of names* to select respondents in each department.

Data Collection and Analysis Procedure

This research is associative research with a quantitative approach that aims to examine the relationship between emotional intelligence, dark triad (Machiavellianism, narcissism, psychopathy), and turnover intention. The study employed a questionnaire-based survey utilizing a Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) to gather data. The collected response was analyzed using the SEM-PLS approach through SmartPLS software to assess the relationship among the research variables. This research uses quantitative data derived from the survey, which was constructed based on specific research indicators. The primary data, sourced directly from 235 employees of IHG, was obtained via an online questionnaire distributed through the Google Forms platform.

Conceptual Framework

The study is to analyze employees' turnover intention by examining the factors influencing turnover intention. The conceptual framework can be depicted in Figure 2.

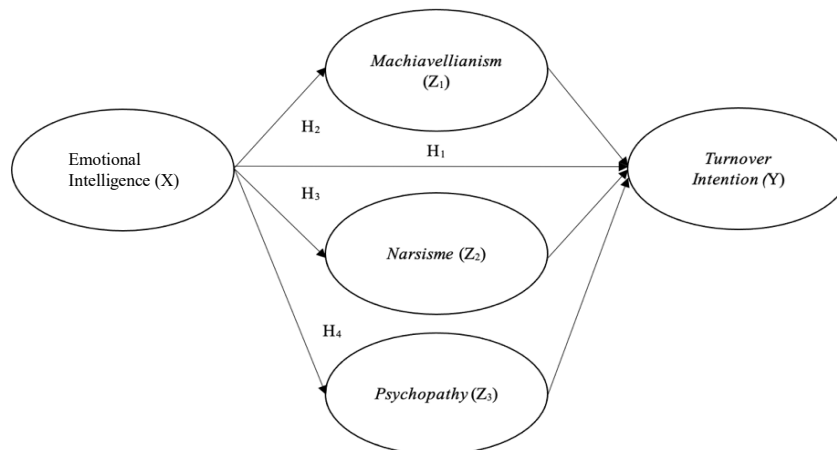


Figure 2. Conceptual Framework

Descriptive Analysis

The study involved 235 respondents drawn from employees of IHG. The employee comes from 11 department. Based on gender characteristics, employees in IHG are dominated by male employees as many as 148 people or 63 percent, with only 87 female employees or 37 percent. Based on the educational background, the majority of nurses are Diploma 4 (D4)/Bachelor degree graduates, as many as 65 people or 27.7 percent. This is in line with the D4/ Bachelor degree education background is considered to have stronger knowledge and theoretical foundations, so that employees can understand basic concepts in their field of work. Based on age characteristics, the majority of IHG employees fall within the 26-30 age range, comprising 82 people or 34.9 percent of the total respondents.

3 Results and Discussions

Data Analysis and Hypothesis Testing

This study uses the PLS-SEM method with Smart PLS 4.0 software. Model evaluation is carried out in two stages: Evaluation of the Measurement Model and Structural Model Evaluation. The result can be seen at Figure 3.

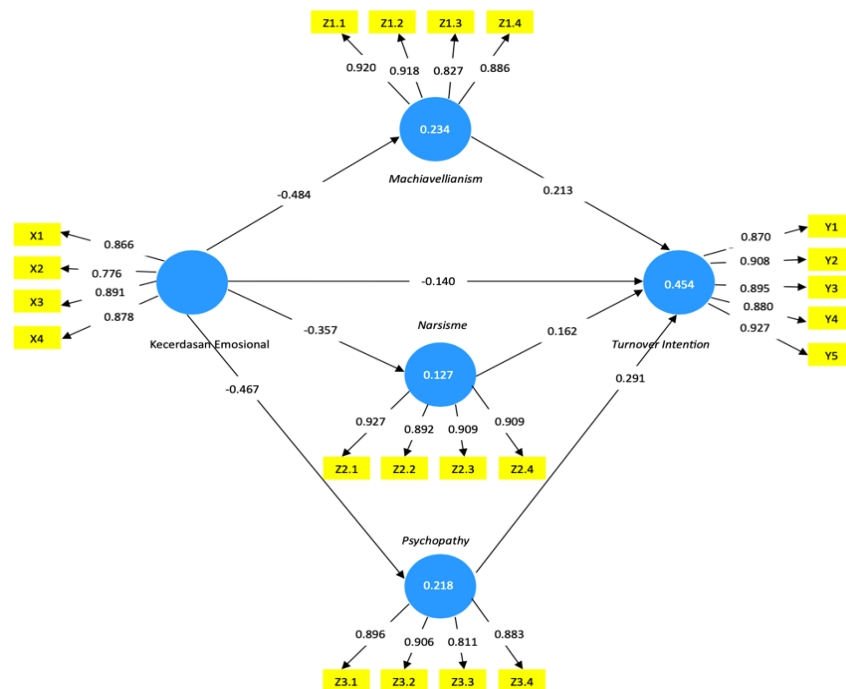


Figure 3. Result of Evaluation of the Measurement Model

Feasibility Test of Research Instruments

Based on appears that each indicator has a correlation value of more than 0.361, and each variable has a Cronbach's Alpha value of more than 0.70, indicating that all variables and indicators used in this study are reliable and valid, so that they are suitable for further analysis.

Evaluation of the Measurement Model (Outer Model)

The measurement model is measured based on validity and reliability. Assessing validity with reflective indicators is evaluated through convergent and discriminant validity, while assessing reliability with reflective indicators is evaluated through composite reliability (Hair et al., 2017).

Convergent Validity

Convergent validity is used to measure the extent to which a construct is positively correlated with other constructs (Hair et al. 2017). The value of outer loading is considered significant if the value is > 0.70 ; then the indicator is declared valid (Hair et al. 2017). Based on Table 1, the output results have met convergent validity because the loading factor is above 0.70, so it can be said that all indicators of research variables are valid.

Table 1
Outer Loadings Result

Variables	Original Sample	T Statistics	P Values
Y_1 <- Turnover intention	0.870	31.771	0.000
Y_2 <- Turnover intention	0.908	65.832	0.000
Y_3 <- Turnover intention	0.895	65.679	0.000
Y_4 <- Turnover intention	0.880	40.428	0.000
Y_5 <- Turnover intention	0.927	79.415	0.000
X_1 <- Emotional Intelligence	0.866	38.002	0.000
X_2 <- Emotional Intelligence	0.776	24.846	0.000
X_3 <- Emotional Intelligence	0.891	53.128	0.000
X_4 <- Emotional Intelligence	0.878	43.410	0.000
$Z_{1,1}$ <- Machiavellianism	0.920	84.842	0.000
$Z_{1,2}$ <- Machiavellianism	0.918	80.712	0.000
$Z_{1,3}$ <- Machiavellianism	0.827	33.671	0.000
$Z_{1,4}$ <- Machiavellianism	0.886	50.368	0.000
$Z_{2,1}$ <- Narcissism	0.927	74.287	0.000
$Z_{2,2}$ <- Narcissism	0.892	33.752	0.000
$Z_{2,3}$ <- Narcissism	0.909	48.696	0.000
$Z_{2,4}$ <- Narcissism	0.909	61.155	0.000
$Z_{3,1}$ <- Psychopathy	0.896	56.359	0.000
$Z_{3,2}$ <- Psychopathy	0.906	51.606	0.000
$Z_{3,3}$ <- Psychopathy	0.811	16.994	0.000
$Z_{3,4}$ <- Psychopathy	0.883	43.357	0.000

Discriminant Validity

a. Cross Loading

The cross-loading value of each indicator on the variable in question is greater than the cross-loading on other latent variables, so it is valid. The correlation of the narcissism variable (Z_2) with the indicator was higher than the correlation of the indicators of turnover intention (Y), emotional intelligence (X), Machiavellianism (Z_1), and psychopathy (Z_3). The correlation of the psychopathy variable (Z_3) with the indicator is higher than the correlation of the turnover intention indicator (Y), emotional intelligence (X), Machiavellianism (Z_1), and narcissism (Z_2), so it can be explained that all indicators in each variable are valid.

Table 2
Cross-Loading Test Results

	Turnover intention	Emotional Intelligence	Machiavellianism	Narcissism	Psychopathy
Y_1	0.870	-0.349	0.445	0.441	0.491
Y_2	0.908	-0.427	0.595	0.436	0.601
Y_3	0.895	-0.495	0.654	0.435	0.610
Y_4	0.880	-0.305	0.498	0.467	0.469
Y_5	0.927	-0.357	0.542	0.528	0.530

	<i>Turnover intention</i>	<i>Emotional Intelligence</i>	<i>Machiavellianism</i>	<i>Narcissism</i>	<i>Psychopathy</i>
X ₁	-0.326	0.866	-0.342	-0.259	-0.328
X ₂	-0.393	0.776	-0.324	-0.301	-0.351
X ₃	-0.426	0.891	-0.492	-0.365	-0.446
X ₄	-0.339	0.878	-0.466	-0.281	-0.447
Z _{1,1}	0.605	-0.466	0.920	0.578	0.719
Z _{1,2}	0.554	-0.473	0.918	0.543	0.703
Z _{1,3}	0.541	-0.341	0.827	0.781	0.617
Z _{1,4}	0.487	-0.431	0.886	0.553	0.697
Z _{2,1}	0.470	-0.348	0.646	0.927	0.460
Z _{2,2}	0.385	-0.278	0.503	0.892	0.386
Z _{2,3}	0.489	-0.302	0.622	0.909	0.536
Z _{2,4}	0.509	-0.360	0.694	0.909	0.537
Z _{3,1}	0.597	-0.425	0.711	0.481	0.896
Z _{3,2}	0.541	-0.473	0.728	0.476	0.906
Z _{3,3}	0.455	-0.306	0.561	0.434	0.811
Z _{3,4}	0.521	-0.409	0.680	0.473	0.883

b. *Average Variance Extracted Values*

An alternative approach to evaluating discriminant validity involves comparing the AVE value for each construct with its correlations with other constructs in the model. Discriminant validity is considered adequate if the AVE value for each construct exceeds 0.50 and is greater than its shared variance with any other construct, as presented in Table 3.

Table 3
Average Variance Extracted Values

Research Variables	AVE
<i>Turnover intention (Y)</i>	0,803
<i>Emotional Intelligence (X)</i>	0,729
<i>Machiavellianism (Z₁)</i>	0,789
<i>Narcissism (Z₂)</i>	0,827
<i>Psychopathy (Z₃)</i>	0,765

Table 3 explained that the AVE value of the variable's turnover intention, emotional intelligence, Machiavellianism, narcissism, and psychopathy has an AVE > 0.50, indicating that the model meets the criteria for good convergent validity.

c. *Composite Reliability*

The variable reliability test was assessed by composite reliability and Cronbach's alpha of the indicator block that measures variables. Composite reliability is used to measure the internal consistency of measuring instruments (Hair *et al.* 2017:123). A measuring instrument is said to be reliable if the composite reliability value exceeds 0.70 (Hair *et al.* 2017:127).

Table 4
Summary of Composite Reliability Test

Variables	Composite Reliability	Cronbach's Alpha	Explanation
<i>Turnover intention (Y)</i>	0,953	0,939	Reliable
<i>Emotional Intelligence (X)</i>	0,915	0,876	Reliable
<i>Machiavellianism (Z₁)</i>	0,937	0,911	Reliable
<i>Narcissism (Z₂)</i>	0,950	0,931	Reliable
<i>Psychopathy (Z₃)</i>	0,929	0,898	Reliable

The results for the variables exceeded 0.70, indicating that the variables demonstrate good reliability.

Evaluation of Measurement Model (Inner Model)

The inner assessment of the model was conducted using the R-squared value, which serves as an indicator of the model's goodness of fit. The R-square model of the PLS can be evaluated by looking at the R-square predictive relevance for the variable model. R-squared measures how well the observed value is produced by the model and also the estimation of its parameters.

a. *R-Square*

R-Square value (R^2) aims to measure the correlation value of endogenous variables resulting from the PLS estimation of each path. It ranges from 0 to 1, with the assumption higher R^2 means a better research structural model. The results of the R-squared value can be seen in Table 5.

Table 5
R-square Result

Variable	R Square
Machiavellianism (Z_1)	0,234
Narcissism (Z_2)	0,127
Psychopathy(Z_3)	0,218
Turnover intention (Y)	0,454

b. *Q-Square predictive relevance*

Q-Square predictive relevance (Q^2) is used to measure how well the observation value is produced by the model and the estimation of its parameters. If the Q^2 value > 0 (zero) indicates that the model is worthy of being said to have a predictive relevance value; on the other hand, if the Q^2 value < 0 (zero) indicates that the model lacks predictive relevance (Hair *et al.* 2017). The model of the influence of emotional intelligence, Machiavellianism, narcissism, and psychopathy on turnover intention gives an R-square value as listed in Table 5, then the Q-Square predictive relevance value can be known as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) (1 - R^2_2) (1 - R^2_3) (1 - R^2_4) \\
 &= 1 - (1-0,234) (1-0,127) (1-0,218) (1-0,454) \\
 &= 1 - (0,766) (0,873) (0,782) (0,546) \\
 &= 1 - 0,285 = 0,715
 \end{aligned}$$

The result of the Q^2 calculation of 0.715 can be concluded that emotional intelligence, Machiavellianism, narcissism, and psychopathy towards turnover intention in this study have a relevant predictive value of 71.5% so that it can explain the information in this study and is classified as very strong.

Hypothesis Testing

Hypothesis testing was conducted using the p-statistics (p-value) approach. If in this test a p-value of < 0.05 or a t-statistic of > 1.96 is obtained, it means that the test is significant. The results of the research empirical model using this PLS analysis tool produced the following:

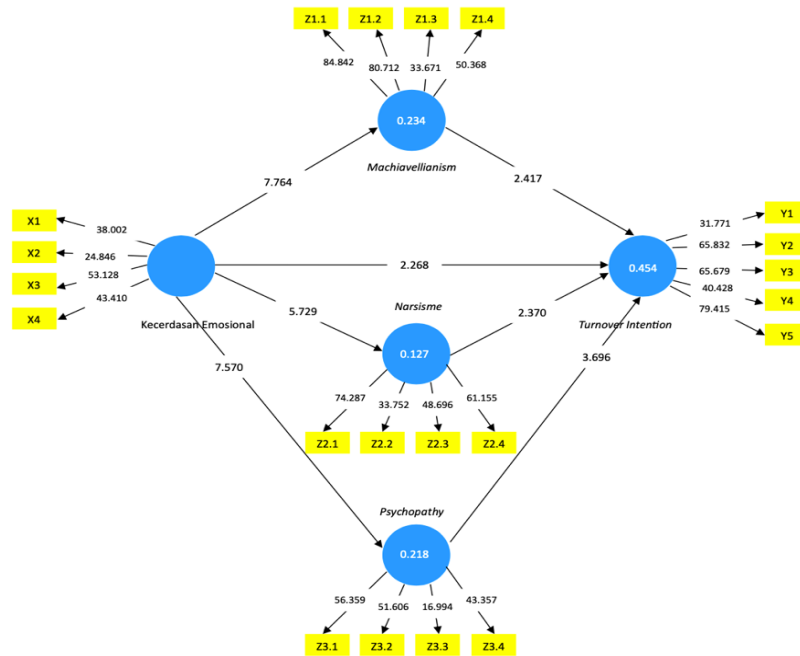


Figure 4. Bootstrapping Test Results

Direct Impact Testing

The results of the research hypothesis test are shown in Table 6.

Table 6
Summary of Hypothesis Test Result

Hypothesis	Original Sample	t-statistic	p-values	Explanation
H ₁ Emotional Intelligence -> Turnover intention	-0,140	2,268	0,024	Significant
H _{2a} Emotional Intelligence -> Machiavellianism	-0,484	7,764	0,000	Significant
H _{2b} Machiavellianism -> Turnover intention	0,213	2,417	0,016	Significant
H _{3a} Emotional Intelligence -> Narcissism	-0,357	5,729	0,000	Significant
H _{3b} Narcissism -> Turnover intention	0,162	2,370	0,019	Significant
H _{4a} Emotional Intelligence -> Psychopathy	-0,467	7,570	0,000	Significant
H _{4b} Psychopathy -> Turnover intention	0,291	3,696	0,000	Significant

Discussion

The effect of emotional intelligence on turnover intention

The research findings indicate that the data analysis H₁ accepted, demonstrating that emotional intelligence has a significant negative effect on the turnover intention of IHG employees. The results of the study prove that the increase in emotional intelligence possessed by employees will influence the decrease in the turnover intention of IHG employees. Employees at IHG are able to control their emotions so that they can handle difficulties rationally (logically). Good emotion regulation contributes to creating a stable work environment and can reduce the intention of employees to stop working from the company. The result of this study confirms social exchange theory that individuals with high emotional intelligence tend to have lower turnover intention, as they feel valued and emotionally fulfilled by the organization, which reinforces a sense of reciprocal exchange. The result of this study confirms job demand-resources theory too that emotional intelligence helps individuals manage stress and adapt to job demands. In the hospitality industry, especially at IHG, employees face high demands such as intense workloads, premium service

expectations, and the need to always remain professional. Without sufficient resources, these conditions can lead to emotional exhaustion and increase turnover intention.

The role of Machiavellianism in mediating the influence of emotional intelligence on turnover intention

The research findings indicate that the data analysis H_{2a} accepted, demonstrating that emotional intelligence has a significant negative effect on the Machiavellianism of IHG employees. The results of the study prove that the increase in emotional intelligence possessed by employees will influence the decrease in the Machiavellianism of IHG employees. Employees can set their own career goals and strive to achieve them through professional and ethical means, as reflected in the low levels of conflict related to Machiavellian behavior. The result of this study confirms the job demand-resources theory that emotional intelligence can help individuals manage and cope with existing job demands. However, the presence of individuals with high levels of Machiavellianism may contribute to an increase in perceived job demands.

The research findings indicate that the data analysis H_{2b} accepted, demonstrating that Machiavellianism has a significant positive effect on the turnover intention of IHG employees. The results of the study prove that the increase in Machiavellianism possessed by employees will affect the increase in the turnover intention of IHG employees. The result of this study confirms social exchange theory that Individuals with Machiavellian tendencies tend to disregard emotional reciprocity in relationships, making it more difficult for them to establish healthy social exchanges with the organization. They are also more sensitive to changes that diminish their sense of security or trust in the organization, which makes them more susceptible to increased turnover intention compared to individuals with lower levels of Machiavellianism. Based on Hair et al. (2017), Machiavellianism is found to partially and competitively mediate the relationship between emotional intelligence and turnover intention.

The role of narcissism in mediating the influence of emotional intelligence on turnover intention

The research findings indicate that the data analysis H_{3a} accepted, demonstrating that emotional intelligence has a significant negative effect on the narcissism of IHG employees. The results of the study prove that the increase in emotional intelligence possessed by employees will have an effect on the decrease in narcissism of IHG employees. High emotional intelligence among employees at IHG can reduce levels of vulnerable narcissism, as employees are better able to regulate emotions, accept criticism, and cope with the high turnover. The result of this study confirms the job demand-resources theory that High job demands can lead to stress that impairs emotional regulation, making individuals more sensitive to failure or criticism and more prone to frustration, characteristics commonly associated with vulnerable narcissism.

The research findings indicate that the data analysis H_{3b} accepted, demonstrating that narcissism has a significant positive effect on the turnover intention of IHG employees. The results of the study prove that the increase in narcissism possessed by employees will have an effect on the increase in the turnover intention of IHG employees. The result of this study confirms social exchange theory that narcissistic behavior reflects an imbalance in reciprocal relationships, as individuals tend to focus more on what they receive rather than what they contribute. When their expectations for recognition or reward from the organization are not met, employees with narcissistic traits are more likely to experience disappointment and are quicker to decide to leave the organization. Based on Hair et al. (2017), narcissism is found to partially and competitively mediate the relationship between emotional intelligence and turnover intention.

The role of psychopathy in mediating the influence of emotional intelligence on turnover intention

The research findings indicate that the data analysis H_{4a} accepted, demonstrating that emotional intelligence has a significant negative effect on the psychopathy of IHG employees. The results of the study prove that the increase in emotional intelligence possessed by employees will have an effect on the decrease in psychopathy of IHG employees. With high emotional intelligence, employees are able to manage negative feelings such as indifference and a lack of empathy. The result of this study confirms the job demand-resources theory that High job demands, if not properly managed, can suppress emotional intelligence and lead to impulsive, aggressive behaviors, potentially triggering psychopathic tendencies. On the other hand, high job resources can enhance emotional intelligence and reduce the likelihood of individuals exhibiting psychopathic traits.

The research findings indicate that the data analysis H_{4b} accepted, demonstrating that psychopathy has a significant positive effect on the turnover intention of IHG employees. The results of the study prove that the increase in psychopathy possessed by employees will affect the increase in the turnover intention of IHG employees. Employees with higher levels of psychopathic tendencies are less likely to build strong interpersonal relationships, show little concern for team dynamics, and lack a sense of emotional responsibility toward the workplace. The result of this study confirms social exchange theory that Individuals with psychopathic tendencies typically exhibit disregard for social norms, low empathy, and a lack of loyalty and sense of responsibility toward the organization. Within the framework of Social Exchange Theory, this results in an unbalanced relationship, as such individuals are not motivated to reciprocate the organization's support positively. Based on the theory of [Hair et al. \(2017\)](#), it can be seen that *psychopathy* can mediate in a *partially competitive* manner the influence of emotional intelligence on *turnover intention*.

4 Conclusion

The findings of this study indicate that emotional intelligence has a significant negative effect on the turnover intention of IHG employees. Machiavellianism partially and competitively mediates the relationship between emotional intelligence and turnover intention, suggesting that employees with higher emotional intelligence tend to exhibit lower levels of Machiavellianism, which indirectly reduces their intention to leave. In addition, both narcissism and psychopathy also partially and competitively mediate the effect of emotional intelligence on turnover intention

The implications of this research provide theoretical implications regarding Social Exchange Theory, Job Demand and Resources theory, and the development of Human Resource Management Science related to emotional intelligence, Machiavellianism, narcissism, psychopathy, and turnover intention. The results of the study contribute and confirm Social Exchange Theory, which states that social relationships as reciprocal processes based on fairness and balance. However, individuals with dark triad personality traits often distort this principle for personal gain, exploiting relationships without regard for fairness or mutual benefit. This behavior can damage social relations within the organization and ultimately increase turnover intention. The results of this study contribute to empirical studies and strengthen the results of previous studies. In particular, this study strengthens the development of mediation models in the context of the dark triad.

The result of this study can be practically utilized by IHG as input and consideration for human resource management strategies aimed at reducing employee turnover within the organization. The research findings conclude that employees of IHG generally perceive their emotional intelligence to be high and their turnover intention to be moderately high. Meanwhile, perceptions of Machiavellianism and psychopathy are relatively low, while narcissism is perceived to be moderately high. The company should design programs that support the enhancement of employees' emotional intelligence to reduce dark triad personality traits, thereby decreasing employees' intention to leave the organization.

Limitation

This study has limitations that should be considered for future research. First, the scope of the research was limited to employees of IHG, which may affect the generalization of the findings. Results could differ if the study were conducted in other hotel chains or sectors within the hospitality industry. Second, the study focused only on the mediating roles of Machiavellianism, narcissism, and psychopathy in the relationship between emotional intelligence and turnover intention. Numerous other variables may influence turnover intention, which could be explored in future studies involving hospitality employees. Third, the research was conducted using a cross-sectional design, capturing data at a single point in time. Given the dynamic nature of organizational environments, future research is recommended to adopt a longitudinal approach to better understand changes and trends over time.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

Acknowledgments

I would like to express my sincere gratitude to Dr. I Made Artha Wibawa, S.E., M.M. for his invaluable guidance throughout this study. His expertise and insightful feedback played a crucial role in shaping the direction and quality of this research. My sincere appreciation also to the management of IHG for granting access to essential data and resources. I am equally thankful to Udayana University for the institutional support that made this research possible. Lastly, I would like to thank my colleagues and family for their support, which helped me stay focused throughout the research process.

References

- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921.
- Akhtar, M. W., Shabir, A., Safdar, M. S., & Akhtar, M. S. (2017). Impact of emotional intelligence on turnover intentions: The role of organizational commitment and perceive organizational support. *Journal of Accounting and Marketing*, 6(4), 1-7.
- Ali, F., Amorim, I. S., & Chamorro-Premuzic, T. (2009). Empathy deficits and trait emotional intelligence in psychopathy and Machiavellianism. *Personality and individual differences*, 47(7), 758-762. <https://doi.org/10.1016/j.paid.2009.06.016>
- Ariyabuddhiphongs, V., & Kahn, S. I. (2017). Transformational leadership and turnover intention: The mediating effects of trust and job performance on café employees in Thailand. *Journal of Human Resources in Hospitality & Tourism*, 16(2), 215-233.
- Asriani, I., & Riyanto, S. (2020). The impact of working environment, compensation, and job satisfaction on turnover intention in public service agency. *IOSR Journal of Business and Management*, 22(5), 13-19.
- Astiti, M. W., & Surya, I. B. K. (2020). The role of organizational commitments in mediating the effect of work motivation and job satisfaction towards turnover intention on nurses private hospital. *International Research Journal of Management, IT and Social Sciences*, 8(1), 25-34. <https://doi.org/10.21744/irjmis.v8n1.1101>
- Austin, E. J., Farrelly, D., Black, C., & Moore, H. (2007). Emotional intelligence, Machiavellianism and emotional manipulation: Does EI have a dark side?. *Personality and individual differences*, 43(1), 179-189. <https://doi.org/10.1016/j.paid.2006.11.019>
- Austin, E. J., Saklofske, D. H., Smith, M., & Tohver, G. (2014). Associations of the managing the emotions of others (MEOS) scale with personality, the Dark Triad and trait EI. *Personality and Individual Differences*, 65, 8-13. <https://doi.org/10.1016/j.paid.2014.01.060>
- Ayop, S., & Ishak, N. (2024). Exploring Contemporary Research Trends in Theoretical Foundations of Social Exchange Theory: A Bibliometric Inquiry. *Library of Progress-Library Science, Information Technology & Computer*, 44(3).
- Baheer, R., Khan, K. I., & Mahmood, S. (2024). Unveiling the consequences of dark tetrad personality traits among female employees: linking cyberbullying and mental health with workplace outcomes. *International Journal of Work Organisation and Emotion*, 15(4), 305-330.
- Baheer, R., Khan, K. I., Rafiq, Z., & Rashid, T. (2023). Impact of Dark Triad Personality Traits on Turnover intention and Mental Health of Employees Through Cyberbullying. *Cogent Business and Management*, 10(1), 1-19.
- Barlow, A., Qualter, P., & Stylianou, M. (2010). Relationships Between Machiavellianism, Emotional Intelligence and Theory of Mind in Children. *Personality and Individual Differences*, 48(1), 78-82.
- Belschak, F. D., Jacobs, G., Giessner, S. R., Horton, K. E., & Bayerl, P. S. (2020). When the going gets tough: Employee reactions to large-scale organizational change and the role of employee Machiavellianism. *Journal of Organizational Behavior*, 41(9), 830-850.
- Berkery, E., Morley, M. J., Tiernan, S., & Peretz, H. (2020). From Start to Finish: Flexi-Time as A Social Exchange and Its Impact on Organizational Outcomes. *European Management Journal*, 38(4), 591-601.
- Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2).
- Boddy, C. R. (2017). Psychopathic Leadership A Case Study of a Corporate Psychopath CEO. *Journal of Business Ethics*, 145(1), 141-156.
- Braun, S. (2017). Leader Narcissism and Outcomes in Organizations: A Review at Multiple Levels of Analysis and Implications for Future Research. *Frontiers in Psychology*, 8(5), 1-22.
- Chung, J., & Shin, J. (2021). The Effect of Leader's Machiavellianism on Turnover intention: Mediating Effect of Hindsight Bias. *Knowledge Management Research*, 22(1), 155-181.
- Davidson, M. C., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four-and five-star hotels. *International journal of contemporary hospitality management*, 22(4), 451-466.
- Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The Job Demands-Resources Model Of Burnout. *Journal of Applied Psychology*, 86(3), 499-512.
- Filipkowski, J., & Derbis, R. (2020). The Dark Triad, Goal Achievement and Work Engagement as Predictors of Counterproductive Work Behaviors Among IT Employees. *Current Issues in Personality Psychology*, 8(3), 197-210.
- Foulek, T. A., Lanaj, K., Tu, M. H., Erez, A., & Archaibeau, L. (2018). Heavy is The Head That Wears The Crown: An Actor-Centric Approach to Daily Psychological Power, Abusive Leader Behavior, and Perceived Incivility. *Academy of Management Journal*, 61(2), 661-684.

- Giao, H. N. K., Vuong, B. N., Huan, D. D., Tushar, H., & Quan, T. N. (2020). The Effect of Emotional Intelligence on Turnover intention and The Moderating Role of Perceived Organizational Support: Evidence from The Banking Industry of Vietnam. *Sustainability (Switzerland)*, 12(5), 1–25.
- Goleman, Daniel. (2018). *Kecerdasan Emosional: Mengapa EI Lebih Penting dari IQ*. Jakarta: PT. Gramedia Pustaka Utama.
- Hair, Joseph F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer On Partial Least Squares Structural Equation Modeling (PLS-SEM) 2nd Edition*. Los Angeles Sage.
- Haldorai, K., Kim, W. G., Pillai, S. G., Park, T. E., & Balasubramanian, K. (2019). Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework. *International journal of hospitality management*, 83, 46-55. <https://doi.org/10.1016/j.ijhm.2019.04.003>
- Hwang, E., & Yi, Y. (2025). Finding The Paths Between Job Demand–Resources and Turnover intention of Community Mental Health Nurses in Korea. *International Nursing Review*, 72(1), 1-9.
- Hyde, J., Grieve, R., Norris, K., & Kemp, N. (2020). The Dark Side of Emotional Intelligence: The Role of Gender and The Dark Triad in Emotional Manipulation at Work. *Australian Journal of Psychology*, 72(4), 307–317.
- Junça-Silva, A., & Silva, D. (2023). The Buffering Effect of Micro-Daily Events on The Relationship Between The Dark Triad Traits and Counterproductive Work Behavior. *Management Research Review*, 46(5), 667–681.
- Kozłowski, D., Hutchinson, M., Hurley, J., & Browne, G. (2018). Increasing nurses' emotional intelligence with a brief intervention. *Applied Nursing Research*, 41, 59-61. <https://doi.org/10.1016/j.apnr.2018.04.001>
- Lehmann, A. I., Rodgers, S., Calabrese, P., Kamm, C. P., Wyl, V. von, & Bauer, G. F. (2021). Relationship Between Job Demands-Resources and Turnover intention in Chronic Disease – The Example Of Multiple Sclerosis. *Stress and Health*, 37(5), 940–948.
- Leonelli, S., Di Pietro, F., & Masciarelli, F. (2020). Narcissism, Machiavellianism and psychopathy: How do displayed entrepreneurs' personality dark traits influence crowdfunding success?. In *The Entrepreneurial Behaviour: Unveiling the cognitive and emotional aspect of entrepreneurship* (pp. 41-65). Emerald Publishing Limited.
- Lezon, R., Rohlf, V., Rayment, D., & Howell, T. J. (2025). The Impact of Job Demands, Job Resources, and Organisational Justice on Global Health and Turnover intentions in Animal Care Workers. *Animals*, 15(3), 1–20.
- Li, Y., Chen, C., & Yuan, Y. (2025). Evolving The Job Demands-Resources Framework to JD-R 3.0: The Impact of After-Hours Connectivity and Organizational Support on Employee Psychological Distress. *Acta Psychologica*, 253(10), 1-11.
- Majeed, N., & Jamshed, S. (2021). Nursing turnover intentions: The role of leader emotional intelligence and team culture. *Journal of nursing management*, 29(2), 229-239.
- Martins, P., Nascimento, G., & Moreira, A. (2023). Leadership and Turnover intentions in a Public Hospital: The Mediating Effect of Organisational Commitment and Moderating Effect by Activity Department. *Administrative Sciences*, 13(1), 1-18.
- Masta, N., & Riyanto, S. (2020). The Effect of Transformational Leadership, Perceived Organizational Support and Workload on Turnover Intention Sharia Banking Company in Jakarta. *Saudi Journal of Business and Management Studies*, 5(8), 473-481.
- Mathieu, C., & Babiak, P. (2016). Corporate psychopathy and abusive supervision: Their influence on employees' job satisfaction and turnover intentions. *Personality and Individual Differences*, 91, 102-106. <https://doi.org/10.1016/j.paid.2015.12.002>
- Maulana, R. A., & Prasetyia, F. (2023). Hubungan Kausalitas Pariwisata Dan Pertumbuhan Ekonomi Di Indonesia: Analisis Panel Var. *Journal of Development Economic and Social Studies*, 2(3), 665-677.
- Mérida-López, S., Quintana-Orts, C., Hints, T., & Extremera, N. (2022). Majeed, N., & Jamshed, S. (2021). Nursing turnover intentions: The Role of Leader Emotional Intelligence and Team Culture. *Journal of Nursing Management*, 29(2), 229–239.
- Miao, C., Humphrey, R. H., & Qian, S. (2017). A Meta-Analysis of Emotional Intelligence and Work Attitudes. *Journal of Occupational and Organizational Psychology*, 90(2), 177–202.
- Miao, C., Humphrey, R. H., Qian, S., & Pollack, J. M. (2019). The Relationship Between Emotional Intelligence and The Dark Triad Personality Traits: A Meta-Analytic Review. In *Journal of Research in Personality*, 78(2), 189-197.
- Michels, M., & Schulze, R. (2021). Emotional intelligence and the dark triad: a meta-analysis. *Personality and Individual Differences*, 180, 110961. <https://doi.org/10.1016/j.paid.2021.110961>
- Muhammad, A. F., Devi, N. N., Goeliling, A., Arimbawa, I. G. A. P., & Amin, A. R. (2023). Hospitality Business

- Success: The Vital Role of Human Resource Training in The Digital Era. *Economics and Business Journal (ECBIS)*, 2(1), 1-8.
- Mustika, S. I., Rahardjo, K., & Prasetya, A. (2020, November). The effect of perceived organizational support on knowledge sharing and innovative work behavior. In *2nd Annual International Conference on Business and Public Administration (AICoBPA 2019)* (pp. 61-64). Atlantis Press.
- Nguyen, C. N., Hoang, G., & Luu, T. T. (2023). Frontline employees' turnover intentions in tourism and hospitality sectors: A systematic literature review and research agenda. *Tourism Management Perspectives*, 49, 101197. <https://doi.org/10.1016/j.tmp.2023.101197>
- Nguyen, N. N., Takahashi, Y., & Nham, T. P. (2022). Relationship between emotional intelligence and narcissism: a meta-analysis. *Management Research Review*, 45(10), 1338-1353.
- O'Connor, P. J., & Athota, V. S. (2013). The Intervening Role of Agreeableness in The Relationship Between Trait Emotional Intelligence and Machiavellianism: Reassessing The Potential Dark Side of EI. *Personality and Individual Differences*, 55(7), 750-754.
- Paraskevaidis, P., & Andriotis, K. (2017). Altruism in tourism: Social exchange theory vs altruistic surplus phenomenon in host volunteering. *Annals of Tourism Research*, 62(1), 26-37
- Park, S. K., Rhee, M. K., & Lee, S. W. (2021). The Effects of Job Demands and Resources on Turnover intention: The Mediating Roles Of Emotional Exhaustion And Depersonalization. *Work*, 70(1), 301-309.
- Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality: Narcissism, machiavellianism, and psychopathy. *Journal of Research in Personality*, 36(1), 556-563.
- Prabhu, M., Abdullah, N. N., & Madan Mohan, G. (2019). An Empirical Study on The Satisfaction Level of National and International Tourists Towards Natural Attractions in Kurdistan. *African Journal of Hospitality, Tourism and Leisure*, 8(2), 1-8.
- Prentice, D. C. (2019). Managing Service Encounters with Emotional Intelligence. *Journal of Retailing and Consumer Services*, 51(4), 344-351.
- Riaz, F., Naeem, S., Khanzada, B., & Butt, K. (2018). Impact of Emotional Intelligence on Turnover intention, Job Performance and Organizational Citizenship Behavior with Mediating Role of Political Skill. *Journal of Health Education Research & Development*, 06(02), pp.2-8.
- Setiyarti, T., Widiyastiti, N. M., Trisna Wijayanthi, I. A., & Sundari, P. (2023). Manajemen Sumber Daya Manusia Turnover intention Di Antara Lingkungan Kerja, Gaya Kepemimpinan, Kompensasi, Dan Stres Kerja. *Jurnal Stie Semarang (Edisi Elektronik)*, 15(2), 98-120.
- Szabó, E., & Bereczkei, T. (2017). Different paths to different strategies? Unique associations among facets of the dark triad, empathy, and trait emotional intelligence. *Advances in cognitive psychology*, 13(4), 306-313.
- Szabó, Z. P., Simon, E., Czibor, A., Restás, P., & Bereczkei, T. (2021). The Importance of Dark Personality Traits in Predicting Workplace Outcomes. *Personality and Individual Differences*, 183, 1-6.
- Toele, R. J. (2021). The Mediating Role of Organizational Commitment Between Transformational Leadership, Job Satisfaction, and Turnover intention among Call Center Agents in Metro Manila. *WVSVU Research Journal*, 10(2), 26-47.
- Tran, P. N., Gorton, M., & Lemke, F. (2022). Buyers' perspectives on improving performance and curtailing supplier opportunism in supplier development: A social exchange theory approach. *Industrial Marketing Management*, 106, 183-196.
- Treglown, L., Zivkov, K., Zarola, A., & Furnham, A. (2018). Intention to Quit and The Role of Dark Personality and Perceived Organizational Support: A Moderation and Mediation Model. *PLoS One*, 13(3), 1-13.
- Tsirimokou, C., Richardson, C., & Palaskas, T. (2021). Emotional intelligence and Machiavellianism: A meta-analysis. *Hellenic Journal of Psychology*, 18(3), 311-328.
- Tummers, L. G., & Bakker, A. B. (2021). Leadership and Job Demands-Resources Theory: A Systematic Review. *Frontiers in Psychology*, 12(9), 1-13.
- Veselka, L., Schermer, J. A., & Vernon, P. A. (2012). The Dark Triad and An Expanded Framework of Personality. *Personality and Individual Differences*, 53(4), 417-425.
- Vize, C. E., Lynam, D. R., Collison, K. L., & Miller, J. D. (2018). Personality Disorders: Theory, Research, and Treatment Differences Among Dark Triad Components: A Meta-Analytic Investigation. *Personality Disorders: Theory, Research, and Treatment*, 9(2), 101-111.
- Vuong, T. D. N., & Nguyen, L. T. (2022). The Key Strategies for Measuring Employee Performance in Companies: A Systematic Review. *Sustainability*, 14(21), 1-21.
- Yousaf, A., Sanders, K., & Yustantio, J. (2018). High Commitment HRM and Organizational and Occupational

- Turnover Intentions: The Role of Organizational and Occupational Commitment. *International Journal of Human Resource Management*, 29(10), 1661–1682.
- Yousuf, M., Som, H. M., & Jantan, A. H. (2024). Emotional Intelligence, Transformational Leadership, Training and Development, Employee Engagement as the Predictors of Turnover Intention: A Conceptual Review. *International Journal of Academic Research in Business and Social Sciences*, 15(9), 2260–2281.
- Zajenkowski, M., Maciantowicz, O., Szymaniak, K., & Urban, P. (2018). Vulnerable and grandiose narcissism are differentially associated with ability and trait emotional intelligence. *Frontiers in psychology*, 9, 1606.
- Zhang, X., Huang, H., Zhao, S., Li, D., & Du, H. (2025). Emotional Exhaustion and Turnover Intentions Among Young ICU Nurses: A Model Based on The Job Demands-Resources Theory. *BMC Nursing*, 24(1), 1-24.