

Impact of Ki Hajar Dewantara's Leadership and Emotional Intelligence on Turnover Intention: The Mediating Effect Of Distributive Justice

Andri Purwanta¹, Syamsul Hadi², Kusuma Chandra Kirana³

Departemen of Master Management, Sarjanawiyata Tamansiswa University, Indonesia

Abstract

Purpose - The rise of employee turnover intention in the organization will affect organizational performance and hinder the implementation of work programs. This study aims to analyze and empirically test the effect of Ki Hajar Dewantara's leadership trilogy and emotional intelligence on turnover intention mediated by distributive justice.

Design/methodology/approach-The samples used amounted to 60 respondents with sample selection techniques using saturated sample techniques (census). This research is a quantitative study that uses questionnaires as the main data collection tool with a Likert scale. Data analysis methods using descriptive and inferential analysis, the analytical tool used is variance-based Partial Least Square (PLS) SEM, with SmartPLS V.4.0 software. PLS testing consists of indicator testing, model fit, hypothesis testing, and mediation analysis.

Conclusion-The results of this study indicate that the high level of Ki Hajar Dewantara's leadership and emotional intelligence does not affect the high level of turnover intention; Ki Hajar Dewantara's leadership trilogy and emotional intelligence have a significant positive effect on distributive justice; and distributive justice has a significant negative effect on turnover intention. Distributive justice mediated the relationship between leadership variables and emotional intelligence on turnover intention, with Indirect-only status (full mediation).

Keywords - Ki Hajar Dewantara's leadership Trilogy; Emotional Intelligence; Turnover Intention; Distributive Justice.

Introduction

Employee turnover is a phenomenon that often occurs in an organization. Robbins & Judge (2022) argue that turnover is an act of permanent resignation carried out by employees either voluntarily or involuntarily, in the form of resignation, transfer out of the organizational unit, dismissal or death of organizational members. Turnover in government organizations can be in the form of dismissal mutations, agency transfer mutations or retirement mutations. Employee turnover that occurs in government



Corresponding Author at Management Program, Faculty of Economics, University Sarjanawiyata Tamansiswa, Indonesia. E-mail address: 4ndri.purwant4@gmail.com. Articles published in IJEMR are licensed under a Creative Commons Attribution-ShareAlike 4.0 International (<https://creativecommons.org/licenses/by-sa/4.0/>)

agencies will have an impact on disrupting the performance of many parties and hampering the implementation of work programs and disrupting the organization's operational system (Subali, 2018).

The initial symptoms of turnover are usually marked by the desire to move (turnover intention). According to Robbins & Judge (2022) turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other job alternatives. According to Iskandar & Rahadi (2021) when employee absenteeism begins to increase, laziness at work, more courage to break work rules and increased protests against superiors and deviant positive behavior, are early signs of turnover intention.

Several factors influence employees' desire to change jobs, including leadership factors and emotional intelligence. According to Robbins leadership is the ability to influence a group towards achieving a vision or goal that has been set. So it is very important to have a leader who can influence organizations and groups in achieving predetermined organizational goals. Some studies state that leadership style affects the desire to change jobs, if the leadership style is getting better, the desire to move employees will be lower (Ningrum & Budiarti, 2020).

Another factor that influences turnover intention behavior is emotional intelligence. Emotional intelligence is the ability to control oneself, enthusiasm and perseverance, and the ability to motivate oneself (Goleman, 2019). Understanding employees' emotions and feelings towards work is an organizational problem that must be managed, this is to find out how each employee can manage their emotions effectively and reduce turnover intention. Emotional intelligence enables an employee to cooperate with others to achieve a common goal. In addition, emotional intelligence will increase the emotional compatibility of employees in meeting customer expectations which will help form a positive image of an organization (Maningsih, 2022). A person's emotional intelligence is related to how they perceive justice in an organization, so emotionally intelligent employees have better perceptions of organizational justice from procedural, distributive and interactional aspects (Mustafa et al., 2023).

There is one interesting thing related to the results of research conducted by Mustafa et al. (2023), emotional intelligence is not proven to have a negative effect on turnover intention. The results of this study contradict some previous research results which state that emotional intelligence has a negative effect on turnover intention (Maningsih, 2022); (Giao et al., 2020). From the results of the empirical study, it can be seen that there are still inconsistencies in the research results, causing an empirical gap, so the researcher intends to close this empirical gap by adding distributive justice variables as mediating variables.

Based on the background, research gap and future research described above, researchers are interested in analyzing "The Effect of Ki Hajar Dewantara's Leadership Trilogy and Emotional Intelligence on Turnover Intention Mediated by Distributive Justice at the Yogyakarta City Regional Secretariat".

Literature Review

Turnover intention

Robbins & Judge (2022), state that turnover intention is the tendency or level at which an employee has the opportunity to leave the company, either voluntarily or involuntarily, because the current job is less attractive and the availability of other job alternatives. According to Mobley quoted by Ardianto (2020) According to Mobley, turnover intention refers to the tendency or desire of employees to voluntarily leave their jobs or move from one job to another of their own choice. Meanwhile, according to Harnoto as mentioned by Kristiyanto & Khasanah (2021) turnover intention is the level or intensity of the desire to leave the company, there are many reasons that cause turnover intention, including the desire to get a better job. Employee turnover can be in the form of resignation, leaving the organizational unit, layoffs or the death of an organizational member.

According to Iskandar & Rahadi (2021) intention to move is marked by various things related to employee behavior such as: increased absenteeism, laziness at work, increased violation of work rules, increased protests against superiors and deviant positive behavior. According to Han (2022) there are 3 (three) factors that influence turnover intention, namely: individual level factors, organizational level factors and team level factors. Employee turnover intention can affect the organization or company if it ends with the employee's decision to leave or leave the organization. According to Mobley, some of the effects of turnover mentioned in Ardianto (2020) are: increased workload, employee withdrawal costs, training costs, reduced production volume, high labor waste and stress among employees.

Ki Hajar Dewantara's Leadership Trilogy

Speaking of leadership, Indonesia has a leadership philosophy that has a deep meaning and is in accordance with the general cultural values of Indonesian society which is described in three sentences in Javanese, namely: "Ing Ngarsa Sung Tuladha, Ing Madya Mangun Karsa, Tut WuriHandayani" (Marliani&Djadjuli, 2019). This philosophy was coined by Ki Hajar Dewantara when he founded Taman Siswa (1922) as a place of learning for indigenous people during the Dutch colonial period.

Ki Hadjar Dewantara's (KHD) leadership trilogy is a leader who is wise, democratic and contains elements of truth, justice, kinship, deliberation, wisdom and protection. In the Tamansiswa model, the KHD Leadership Trilogy is about democratic leadership, namely leadership that mobilizes the thoughts, feelings and will of its members based on their own awareness, does it themselves and the results are enjoyed together (Hidayati et al., 2022).

Marliani & Djadjuli (2019) provide an overview of the three basic principles (trilogy) of leadership according to Ki Hajar Dewantara as follows:

1. Ing Ngarso Sung Tulodo teaches that a leader is a person who will be seen by everyone he leads. As a leader, you must be able to be a role model, guide and be an example for the members you lead.
2. Ing Madyo Mangun Karso which means in the middle of building will or intention or it can also mean thoughts towards a better direction. This principle teaches that a leader sometimes needs to be in the middle of his members to generate motivation and cohesiveness.
3. Tut WuriHandayani means giving encouragement and strength from behind. A leader must be able to put himself behind to encourage members in his organization to become advanced and successful leaders.

Emotional Intelligence

Emotional intelligence is the ability to control oneself, passion and perseverance, and the ability to motivate oneself (Goleman, 2019). Emotional intelligence is based on emotions, character and moral instincts. There is ample evidence to suggest that basic ethical attitudes in life stem from underlying emotional skills. People who are governed by the heart and have no control will suffer from their inability to control their morals (Julian, 2021).

(Baba, M. M. et al., 2021) argue that emotional intelligence is an important component of effective leadership and has a strong relationship with decision making and organizational effectiveness. Meanwhile, according to Shariatpanahi et al., (2022) emotional intelligence is a set of non-cognitive skills that use individual skills to successfully face environmental challenges.

Emotional intelligence is a set of non-cognitive skills that an individual uses to successfully deal with environmental challenges. According to Goleman (2019) the characteristics of emotional intelligence are divided into five aspects, namely:

1. Self-awareness, is a person's ability to feel their emotions and their influence, and use them to make their own decisions, have realistic standards, self-esteem and have strong self-confidence and then relate them to the source of their cause
2. Self-control, is the ability to manage one's own emotions, express and control emotions, be sensitive to conscience, which is used in daily relationships and activities.
3. Motivation, is the ability to use desire to generate enthusiasm and energy to achieve a better state at any time and the ability to take initiative and act effectively, tolerate failure and frustration.
4. Empathy, is the ability to feel what others feel, the ability to understand other people's points of view and create mutual trust and be able to adjust to various types of individuals.
5. Social Skills, which is the ability to deal well with emotions when interacting with others, being able to influence, lead, negotiate, resolve disputes and work with teams.

Distributive Justice

Three types of organizational justice, distributive, procedural and interactional justice, are widely mentioned in theory in the organizational research literature. Distributive justice is the perception of fairness that results in the quantity and amount of rewards received between individuals or employees (Robbins & Judge, 2022). Meanwhile, according to Hadi & Supardi (2020) Distributive justice is defined as the extent to which organizational leaders can distribute promotions or financial rewards among employees related to the fairness that individuals perceive in the results received based on their work-related efforts and organizational contributions.

The basic principle of distributive justice lies in the ratio or comparison between the results obtained by an individual and the results obtained by other employees. Distributive justice refers to the basic concept of equality, where justice is described as equal rewards (salaries, incentives) for work done. Equity is realized when employees feel that the ratio of input (effort) to results (rewards) is comparable to other employees. (Riadi, 2020).

Methods, Data, and Analysis

In this study, this research is a quantitative study that uses a questionnaire as the main data collection tool using a Likert scale. The sample used amounted to 60 respondents with the sample selection technique using saturated sample technique (census). The data analysis method uses descriptive analysis and inferential analysis, the analytical tool used is variance-based Partial Least Square (PLS) SEM, with SmartPLS V.4.0 software. PLS testing consists of indicator tests used to measure the validity and reliability of the model based on criteria: convergent validity, discriminant validity and composite reliability, model fit test, and hypothesis testing.

Hypothesis testing is carried out based on the results of inner model testing by considering the r-squared value as a goodness of fit model test. In addition, the significance test of the influence between constructs is also carried out by testing the parameter coefficient value and the significance value of the t-statistic. Mediation analysis is done by comparing the direct effect (DE) with the total effect (TE). TE is the sum of DE with IE (indirect effect).

Results

Respondents in this study were all employees in the General and Protocol Section of the Yogyakarta City Secretariat as many as 60 respondents, as for the characteristics of the respondents as follows:

- a. Based on gender, the percentage of male employees is 68.3% and female employees is 31.7%.
- b. Based on age, the percentage of employees aged 20-30 years is 21.7%, age 31-40 years is 33.3%, age 41-50 years is 33.3% and age \geq 51 years is 11.7%.

- c. Based on education, the percentage of junior high school education is 1.7%, senior high school/vocational school 45%, baccalaureate 8.3%, bachelor 41.7% and master 3.3%.
- d. Based on length of service, the percentage of years worked \leq 1 year is 1.7%, 1-3 years is 10%, 3-5 years is 18.3% and \geq 5 years is 70%.
- e. Based on employment status, the percentage of ASN employees is 38.3% and the rest is non-ASN 61.7%.

The results of testing the Ki Hajar Dewantara leadership triogy variable 6 statements, emotional intelligence 10 statements, distributive justice instrument with 8 statements and turnover intention instrument 6 statements are declared valid because the r value is greater than the significance value. While the reliability value (Cronbach's Alpha) of Ki Hajar Dewantara's leadership triogy is 0.876, emotional intelligence is 0.947, distributive justice is 0.920 and turnover intention is 0.938. All variables have a Cronbach's Alpha value > 0.07 , so the research instrument is proven to be reliable or has met the reliability requirements.

Model fit testing is done by looking at the SmartPLS output estimation results. The minimum requirement that must be met to achieve a fit model is that one of the Goodness of fit indicators has good results, so this fit model is suitable for further research.

Based on the table above, the SRMR estimate is 0.081 while the cut off value is 0.01, thus it can be said that the SRMR of this study is good. The output on d_ULS has a CI value of 4.097 greater than the OS value of 2.613, thus the results of the d_ULS fit test are said to be good. The output on d_G has a CI value of 7.562 greater than the OS value of 3.326, thus the d_G fit test is said to be good. The chi-square table number in this study is 77.9305 taken from the standard table at the number of respondents minus 1, namely 59, the fit test results show X² statistics of 689.327 because X² statistics $>$ X²tabel then the chi-square in this study is declared not good. The NFI cut off value is the value of 1, if the NFI value is closer to the value of 1 then the NFI value is better, in this study the NFI value is 0.633 and is categorized as good. Finally, the RMS Theta with its cut off is below 0.12, the RMS Theta estimation results in this study show a number of 0.202 or greater than 0.12, so it can be said that the RMS Theta fit test is not good.

Table 1. Model Fit Test Results

| Fit Summary | Cut Off | Estimasi | Explanation |
|-------------|--|----------------------------|-------------|
| SRMR | < 0,10 | 0,081 | Good |
| d_ULS | Output Confidence Interval (CI) Lebih Besar Original_Sampel (OS) | (CI) 4,097 > (OS) 2,613 | Good |

| | | | |
|------------|--|----------------------------|----------|
| d_G | Output Confidence Interval (CI) Lebih Besar Original_Sampel (OS) | (CI) 7,562 > (OS) 3,326 | Good |
| Chi-Square | χ^2 Statistik < χ^2 Tabel | 689,327 > 77,9305 | Not Good |
| NFI | Approaching value 1 | 0,633 | Good |
| RMS_Theta | < 0,12 | 0,202 | Not Good |

source : Primary Data Processed, 2023

Hypothesis testing was carried out using SmartPLS 4.0 software. based on the results of testing the inner model. The decision to accept or reject the hypothesis is based on the significance value (P-value) and the t-statistic value.

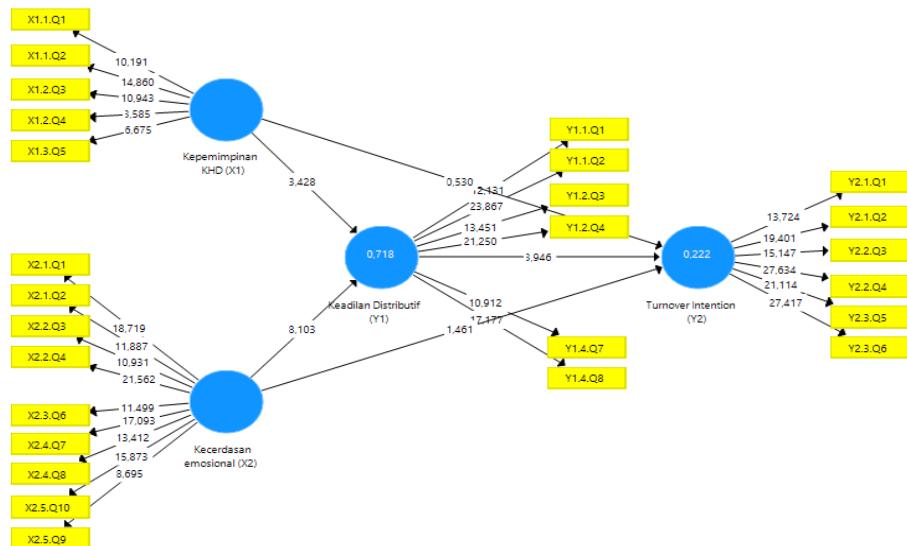


Figure 2. Research Hypothesis Test

The SmartPLS application displays the value. the value in the bootstrapping results. The criteria for accepting or rejecting the hypothesis is if the significance value of the t-statistic > 1.96 and/or the P-value < 0.05 at the 5% significance level (α 5%). The results of hypothesis testing are shown in Figure 2 and Table 2.

Table 2. Hypothesis Test Results

| Hypothesis | Sign | Parameter Coefficient (Original Sample) | t Statistik | P Value | Status |
|--|-------|--|----------------|--------------|----------|
| H1 Ki Hajar Dewantara's Leadership Trilogy Negatively Affects Turnover Intention | (-) | 0,094 | 0,468 | 0,640 | Unproven |
| H2 Emotional Intelligence | (-) | 0,364 | 1,427 | 0,154 | Unproven |

| Negatively Affects Turnover Intention | | | | | | |
|---------------------------------------|--|---|-------|--------|-------|---------------------|
| H3 | Ki Hajar Dewantara's Leadership Trilogy | Positively Affects Distributive Justice | (+) | 0,218 | 2,802 | 0,005 Proven |
| H4 | Emotional Intelligence Has a Positive Effect on Distributive Justice | | (+) | 0,675 | 8,515 | 0,000 Proven |
| H5 | Distributive Justice Negatively Affects Turnover Intention | | (-) | -0,778 | 3,731 | 0,000 Proven |

Source: SmartPLS Output

Based on the results of hypothesis testing in table 2 above, it can be seen that the original sample coefficient for testing the effect of Ki Hajar Dewantara Leadership (X1) on Turnover Intention (Y2) shows the original sample estimate value of 0.094, and the t-Statistic value of $0.468 < 1.96$, with a P-value of $0.640 > 0.05$. Thus it can be concluded that the first hypothesis H1 is **not proven**.

Hypothesis 2 which examines the effect of Emotional Intelligence (X2) on Turnover Intention (Y2) shows the original sample estimate value of 0.364, and the t-Statistic value of $1.427 < 1.96$, with a P-value of $0.154 > 0.05$. Thus it can be concluded that the second hypothesis H2 is **not proven**.

The third hypothesis that tests the effect of Ki Hajar Dewantara's Leadership (X1) on Distributive Justice (Y1) shows the original sample estimation value of 0.218, and the t-statistic value of $2.802 > 1.96$, with a P-value of $0.005 < 0.05$. Thus it can be concluded that there is a positive and significant influence of Ki Hajar Dewantara's Leadership on Distributive Justice, so the third hypothesis H3 is **proven**.

The fourth hypothesis that examines the effect of Emotional Intelligence (X2) on Distributive Justice (Y1) shows the original sample estimate value of 0.675, and the t-statistic value of $8.515 > 1.96$, with a P-value of $0.00 < 0.05$. Thus it can be concluded that there is a positive and significant effect of Emotional Intelligence on Distributive Justice, so the fourth hypothesis H4 is **proven**.

The last hypothesis or the fifth hypothesis that examines the effect of Distributive Justice (Y1) on Turnover Intention (Y2) shows the original sample estimation value of -0.778, and the t-statistic value of $3.731 > 1.96$, with a P-value of $0.00 < 0.05$. Thus it can be concluded that there is a positive and significant effect of Distributive Justice on Turnover Intention, so the fifth hypothesis H5 is **proven**.

Mediation analysis is carried out because the model uses distributive justice variables as intervening or mediating variables, so it is necessary to analyze and explain these mediating variables as follows:

Table 3. Meditation Effect Analysis

| Variabel | Direct Effect (DE) | | Indirect Effect (IE) | | Total Effect (TE) | | Status of Meditation Effect | |
|----------|-----------------------|--------------|-------------------------|--------------|----------------------|--------------|-----------------------------------|--|
| | (X1 → Y2) | | (X → Y1 → Y2) | | (DE + IE) | | | |
| | OS | P Value | OS | P Value | OS | P Value | | |
| X1 | 0,094 | 0,640 | -0,170 | 0,031 | -0,075 | 0,718 | Indirect-only (full mediation) | |
| X2 | 0,364 | 0,154 | -0,526 | 0,003 | -0,162 | 0,470 | Indirect-only (full mediation) | |

Source: SmartPLS Output

Based on table 3, it is known that the distributive justice variable mediates between the Leadership variable and turnover intention. This can be seen from the original sample indirect effect value of -0.171, p-value 0.031 (significant) and the original sample direct effect value of 0.094, p-value 0.640 (insignificant), this relationship shows that the status of the Indirect-only mediation effect (full mediation).

Distributive justice variables mediate between emotional intelligence variables and turnover intention. This can be seen from the original sample indirect effect value of -0.526, p-value 0.003 (significant) and the original sample direct effect value of 0.364, p-value 0.154 (not significant), the relationship shows that the status of the mediation effect is Indirect-only (full mediation).

Discussion

The influence of Ki Hajar Dewantara's leadership on turnover intention

The results showed that the original sample (OS) was 0.094 with a t-statistic value of 0.468 and a P-value of 0.640 > Sig 0.05, stating that the first hypothesis was not proven. This shows that the high and low leadership trilogy of Ki Hajar Dewantara does not influence the high and low turnover intention of employees. The results of this study do not support the results of previous research which states that the better the leadership style, the lower the employee's desire to change jobs (Ningrum & Budiarti, 2020). However, this research is in line with the research findings Sukarwati et al., (2022) and (Hayati et al., 2021) which revealed that the high level of leadership has no effect on employee turnover intention.

In theory, leadership has a negative effect on turnover intention, but in this study, the high and low leadership does not affect the high and low turnover intention of employees. This can be seen from the results of descriptive analysis which shows that the employee tenure of more than 5 years is 70%, so it is suspected that these employees have experienced several changes in leaders and this does not affect their intention to change jobs.

The effect of emotional intelligence on turnover intention

The results showed that the original sample (OS) was 0.364 with a t-statistic value of 1.427 and a P-value of 0.154 > Sig 0.05, thus the second hypothesis was not proven or rejected. This shows that the level of emotional intelligence of employees does not affect employees' intention to leave. The results of this study do not support the results of previous research which states that emotional intelligence has a negative effect on turnover intention. (Dewi, 2020); (Yaseen, 2020); (Maningsih, 2022). However, the results of this study are consistent with the results of research conducted by (Mustafa et al., 2023), which states that emotional intelligence is not proven to have a negative effect on turnover intention. The results of descriptive analysis show that the proportion of employees aged 31-50 years is 66.6%, so it is believed that the emotional intelligence of employees in this age group is quite high.

In theory, employees with high emotional intelligence have lower turnover intention. According to Meisler cited by Mustafa et al. (2023) emotionally intelligent employees tend to have more positive experiences, are more engaged and maintain better relationships with coworkers, which reduces their likelihood of leaving the company. Leaders must be vigilant when there are high-performing employees who show deviant positive behavior, because positive employee behavior that is different from usual actually shows signs of intention to move (Iskandar & Rahadi, 2021)

The influence of Ki Hajar Dewantara's leadership trilogy on distributive justice

The results showed that the original sample (OS) was 0.218 with a t-statistic value of 2.802 and a P value of 0.005 < Sig 0.05, thus the third hypothesis was proven. This shows that the better the leadership, the better the employee's perception of distributive justice. The results of this study are in line with previous research conducted Kurian & Nafukho (2022) which states that leadership has a positive effect on perceptions of organizational justice (distributive justice, procedural justice and interactional justice). Other research by Nazarian et al., (2022) also found that leadership has a positive relationship with distributive justice and procedural justice.

The relationship between employees and leaders is the strongest relationship that employees can build in an organization, and that relationship often determines employees' perceptions of organizational justice (Kurian & Nafukho, 2022). Employees' perception of fairness determines the quality of the exchange relationship with the organization, If employees feel that the organization and its authorities treat them fairly, they feel encouraged to create positive behavior in return (Hadi & Supardi, 2020). The results of descriptive analysis show that the percentage of employees with a bachelor's degree is quite high, namely 41.7%, so it is believed to affect employee perceptions in assessing distributive justice in the organization.

The effect of emotional intelligence on distributive justice

The results showed that the original sample (OS) was 0.675 with a t-statistic value of 8.515 and a P value of $0.000 < \text{Sig } 0.05$, so the fourth hypothesis was accepted. This shows that the higher a person's emotional intelligence, the higher the perception of distributive justice. The results of this study are in line with research Juniarizty (2019) which reveals that emotional intelligence has a positive effect on organizational justice.

Mustafa et al., (2023) expressed a similar opinion and revealed that emotional intelligence has a positive effect on the three dimensions of organizational justice (distributive, procedural, interactional) where emotionally intelligent employees are more likely to feel that they are treated fairly and with dignity, and feel a balance between the efforts and rewards given by the organization. The results of descriptive analysis show that the percentage of employees with a bachelor's degree is quite high, namely 41.7%, so that most employees in the General and Protocol Section of the Yogyakarta City Regional Secretariat are classified as emotionally intelligent.

The expected positive effect of emotional intelligence on distributive justice is that emotionally intelligent employees are able to regulate and control emotions from negative thoughts that recur in themselves (Juniarizty, 2019). Therefore, they have the opportunity to be more careful in interpreting and understanding organizational decisions, which reduces the occurrence of misunderstandings and conflicts around them. In addition, they are better able to evaluate and understand organizational decisions before delivering criticism (Mustafa et al, 2023).

The effect of distributive justice on turnover intention

The results showed that the original sample (OS) was -0.778 with a t-statistic value of 3.731 and a P value of $0.000 < \text{Sig } 0.05$, so the fifth hypothesis was proven. This shows that the higher the employee's perception of distributive justice, the lower the turnover intention. The results of this study are in line with previous research which states that distributive justice has a negative effect on turnover intention (Yudhian et al., 2020; Edalmen & Ngadiman, 2019; Nazarian et al., 2022).

Another study by Aghnadjimohan, (2020) shows that the higher the level of distributive justice, the more employees feel fair in the rewards they receive so that it will reduce their desire to change jobs. The results of the descriptive analysis show that 70% of employees stated that the rewards they received were proportional to their contribution to the organization. When employees feel that the organization treats them fairly, the intention to leave the organization will decrease. Distributive justice refers to the basic concept of equity, where equity is described as equalizing rewards (salaries, incentives) with the work done. Justice arises when employees have the perception that the ratio of their effort to the results they receive (reward) is the same as other employees (Yudhian et al., 2020).

Conclusion

Ki Hajar Dewantara's leadership trilogy is not proven to have an effect on turnover intention, as evidenced by the results of the SmartPLS calculation where the original sample is 0.094 with a t-statistic 0.468 and P value 0.640 > Sig 0.05. This means that the high and low leadership has no effect on the high and low turnover intention of employees. Emotional intelligence is not proven to have an effect on employee turnover intention, as evidenced by the results of SmartPLS calculations where the original sample is 0.364 with a t-statistic 1.421 and P-value 0.154 > Sig 0.05. This means that high and low emotional intelligence does not influence the high and low turnover intention of employees.

Ki Hajar Dewantara's leadership trilogy has a positive and significant effect on distributive justice. The percentage of employees with a bachelor's degree has a large enough portion, namely 41.7%, so that a high level of education affects employee perceptions in assessing distributive justice in an organization. Emotional intelligence has a positive and significant effect on distributive justice. This shows that the better one's emotional intelligence will increase the perception of distributive justice, emotionally intelligent employees tend to feel treated fairly and with dignity. Distributive justice has a negative and significant effect on turnover intention. This shows that the higher the perception of distributive justice, the lower the turnover intention, meaning that when employees already feel treated fairly by the organization, the intention to leave the organization will decrease.

The results of this study reveal that leadership is not proven to have a negative effect on turnover intention, there are other factors that affect turnover intention including work environment, workload, and job satisfaction. therefore future research can use these variables to be studied. The results revealed that distributive justice mediated the relationship between leadership variables and emotional intelligence on turnover intention, with Indirect-only status (full mediation).

Limitation

This research has several limitations including: This research was conducted in a government institution with 60 respondents, so the results cannot be generalized to describe turnover in government institutions, because each OPD has its own characteristics, Data collection in this study only uses questionnaire distribution to respondents, so it is possible that questionnaires are not filled out in actual conditions. Therefore, further research should expand its research by considering the research subject, the number of samples and other variables that affect turnover intention, such as work environment, work culture, and organizational support in order to obtain better results.

Reference

Aghnadi mohan, A. (2020). Peningkatan Kepuasan Kerja Berbasis Keadilan Distributif Dan Job Insecurity Terhadap Turnover Intention Pada Restauran S2 Semarang. Konferensi Ilmiah Mahasiswa UNISSULA (KIMU) 4. <http://jurnal.unissula.ac.id/index.php/kimue/article/view/12659>

Ardianto, A. (2020). Pengaruh Kepuasan Kerja, Job Insecurity Dan Komitmen Organisasional Terhadap Turnover Intention. *Volatilitas*, 2(3), 8.

Baba, M. M., Makhdoomi, U. M., & Siddiqi, M. A. (2021). Emotional Intelligence and Transformational Leadership Among Academic Leaders in Institutions of Higher Learning. *Global Business Review*, 22(4), 1070–1096. <https://doi.org/10.1177/0972150918822421>

Dewi, S. A. (2020). Pengaruh Kecerdasan Emosional Dan Job Insecurity Terhadap Turnover Intention Melalui Kepuasan Kerja Pada Hotel Dafam Lotus Jember [Universitas Jember]. In Digital Repository Repository Universitas Universitas Jember. <http://repository.unej.ac.id/handle/123456789/101827>

Edalmen, & Ngadiman, P. F. (2019). Efek Mediasi Keterikatan Karyawan pada Pengaruh Keadilan Distributif dan Prosedural Terhadap Keinginan Berpindah. *Jurnal Ekonomi*, 24, 400–420. <https://doi.org/10.24912/je.v24i3.606>

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. <https://doi.org/10.3390/su12051857>

Goleman, D. (2019). *The Emotionally Intelligent Leader*. Harvard Business Review Press.

Hadi, S., & Supardi. (2020). New Perspective on Organizational Justice (OJ) and Positive Organizational Behavior (POB): a Systematic Review. *Humanities & Social Sciences Reviews*, 8(4), 676–692. <https://doi.org/10.18510/hssr.2020.8467>

Han, J. W. (2022). A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels. *International Hospitality Review*, 36(1), 156–173. <https://doi.org/10.1108/IHR-09-2020-0050>

Hayati, F. A., Chasanah, U., & Ningsih, A. S. (2021). Pengaruh Kepemimpinan Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Pada Pt Vanisa Rizki Jakarta Selatan. *KREATIF: Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 9(1), 37. <https://doi.org/10.32493/jk.v9i1.y2021.p37-49>

Hidayati, S., Hadi, S., Kiranaa, K. C., & Hermawan, H. D. (2022). Trilogi Kepemimpinan Ki Hajar Dewantara dan Kompensasi terhadap Organizational Citizenship Behavior melalui Etos Kerja. *Edukatif: Jurnal Ilmu Pendidikan*, 4(3), 4651–4667. <https://doi.org/10.31004/edukatif.v4i3.3008>

Iskandar, Y. C., & Rahadi, D. R. (2021). Strategi Organisasi Penanganan Turnover Melalui Pemberdayaan Karyawan. *SOLUSI: Jurnal Ilmiah Bidang Ilmu Ekonomi*, 19(1), 102–116. <https://doi.org/10.26623/slsi.v19i1.3003>

Islam, T., Sharif, S., Ali, H. F., & Jamil, S. (2022). Zooming into paternalistic leadership: evidence from high power distance culture. *European Journal of Management and Business Economics*, ahead-of-p(ahead-of-print). <https://doi.org/10.1108/EJMBE-05-2021-0149>

Julian, R. (2021). Stres Kerja Dipengaruhi Oleh Kecerdasan Emosional, Beban Kerja dan Komunikasi. *Universitas Komputer Indonesia*.

Juniarizty, M. (2019). Pengaruh Emotional Intelligence Terhadap Organizational Justice dan Hubungannya Dengan Job Satisfaction dan Organizational Commitment Pada Karyawan Tetap Generasi Millennial *Bukalapak.com [STIE Indonesia Banking School]*. http://lib.ibs.ac.id/index.php?p=show_detail&id=4405&keywords=MONEV+JUNIARIZTY

Kristiyanto, T., & Khasanah, N. (2021). Pengaruh Beban Kerja, Job Insecurity dan Gaya Kepemimpinan Terhadap Turnover Intention (Studi Kasus pada Kurir J&T Express Cabang Kebumen). *Jurnal Ilmiah Mahasiswa Manajemen*, 3(3), 558–572. <https://doi.org/https://doi.org/10.32639/jimmba.v3i3.890>

Kurian, D., & Nafukho, F. M. (2022). Can authentic leadership influence the employees' organizational justice perceptions? – a study in the hotel context. *International Hospitality Review*, 36(1), 45–64. <https://doi.org/10.1108/ihr-08-2020-0047>

Maningsih, T. (2022). Pengaruh Kecerdasan Emosional, Kepuasan Kerja dan Burnout Terhadap Turnover Intention (Studi Pada Karyawan Bank Jateng Kebumen). http://lib.universitasputrabangsa.ac.id/repository/Jurnal_Tri_Maningsih.pdf

Marliani, L., & Djadjuli, R. D. (2019). Menakar Trilogi Kepemimpinan Ki Hajar Dewantara Di Era Globalisasi. *Kebijakan : Jurnal Ilmu Administrasi*, 10(2), 74. <https://doi.org/10.23969/kebijakan.v10i2.1654>

Mulang, H. (2022). Analysis of The Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention. *Golden Ratio of Human Resource Management*, 2(2), 86–97. <https://doi.org/10.52970/grhrm.v2i2.169>

Mustafa, M. J., Vinsent, C., & Badri, S. K. Z. (2023). Emotional intelligence, organizational justice and work outcomes. *Organization Management Journal*, 20(1), 30–42. <https://doi.org/10.1108/OMJ-08-2021-1322>

Nazarian, A., Zaeri, E., Foroudi, P., Afrouzi, A. R., & Atkinson, P. (2022). Cultural perceptions of ethical leadership and its effect on intention to leave in the independent hotel industry. *International Journal of Contemporary Hospitality Management*, 34(1), 430–455. <https://doi.org/10.1108/IJCHM-05-2021-0643>

Ningrum, T. A., & Budiarti, L. (2020). Pengaruh Gaya Kepemimpinan dan

Komitmen Organisasi terhadap Keinginan Berpindah Kerja Karyawan. *Tadbir Muwahhid*, 4(1), 45. <https://doi.org/10.30997/jtm.v4i1.2637>

Novitasari, D., Johan, M., Nadeak, M., Admiral, A., & Asbari, M. (2022). Stres Kerja dan Turnover Intention di Era Revolusi Industri 4.0: Adakah Harapan pada Kepemimpinan Transformasional? *Edukatif: Jurnal Ilmu Pendidikan*, 4(1), 443–455. <https://doi.org/10.31004/edukatif.v4i1.1880>

Rambi, A., Pio, R. J., & Rumawas, W. (2020). Kepemimpinan dan Kepuasan Kerja Kaitannya dengan Turnover Intention. *Productivity*, 1(3), 222–227. <https://ejournal.unsrat.ac.id/index.php/productivity/article/view/29600>

Riadi, M. (2020). Keadilan Organisasi (Pengertian, Aspek, Dimensi dan faktor yang Mempengaruhi). <https://www.kajianpustaka.com/2020/11/keadilan-organisasi.html>

Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (Update 18th edition Global). Pearson Education Limited.

Shariatpanahi, G., Asadabadi, M., Rahmani, A., Effatpanah, M., & Esslami, G. G. (2022). The Impact of Emotional Intelligence on Burnout Aspects in Medical Students: Iranian Research. *Education Research International*, 2022. <https://doi.org/10.1155/2022/5745124>

Subali. (2018). Retensi Pegawai Sebagai Upaya Pencegahan Turnover. *Pusat Pengkajian dan Penelitian Kepergawaiian*. <https://www.bkn.go.id/unggahan/2022/06/25-Policy-Brief-November-2018.pdf>

Sukarwati, S., Saluy, A. B., Bari, A., & Novawiguna, N. (2022). Effect of Leadership and Distributive Justice on Turnover Intention with Workload as Intervening Variable , Study on PT XYZ. *Dinasti International Journal Of Education Management and Social Science*, 4(1), 39–48. <https://doi.org/https://doi.org/10.31933/dijemss.v4i1>

Sylvani, S., Jufri, A., & Qodriah, S. L. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Karyawan Dimediasi Oleh Keadilan Organisasi Pada RSIA Cahaya Bunda Cirebon. *Eqien: Jurnal Ekonomi dan Bisnis*, 7(1), 1–10. <https://doi.org/10.34308/eqien.v7i1.104>

Yaseen, A.-D. O. (2020). The influence of emotional intelligence and organizational politics on employee turnover and performance. *Frontiers in Management and Business*, 1(2), 51–62. <https://doi.org/10.25082/fmb.2020.02.003>

Yudhian, E. F., Wibowo D.N, S., & Indiyastuti, D. L. (2020). Pengaruh Keadilan Distributif dan Keadilan Prosedural terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi. *Jurnal Bisnis dan Ekonomi*, 27(2), 123–134. <https://www.unisbank.ac.id/ojs/index.php/fe3/article/view/8194>