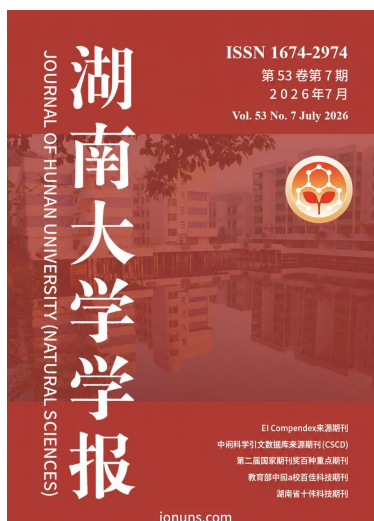




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Organizational Commitment, Emotional Intelligence, Job Satisfaction, and Intention to Quit Work Among Police Intelligence Personnel

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Abstract: This study investigates the influence of organizational commitment on turnover intention through emotional intelligence and job satisfaction among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police, a public-sector institution characterized by high job demands and operational pressure. A quantitative survey was conducted involving 150 personnel, and the data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that organizational commitment has a positive and significant effect on emotional intelligence and job satisfaction but does not directly influence turnover intention. Emotional intelligence significantly reduces turnover intention, whereas job satisfaction has no significant effect. Furthermore, emotional intelligence fully mediates the relationship between organizational commitment and turnover intention, while job satisfaction does not serve as a significant mediator. These findings contribute to the organizational behavior literature by highlighting the pivotal role of emotional intelligence as a psychological mechanism through which organizational commitment can reduce turnover intention in public-sector security organizations.

Keywords: organizational commitment, emotional intelligence, job satisfaction, turnover intention, police personnel, public sector, and SmartPLS.



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警务情报人员的组织承诺、情绪智力、工作满意度与离职意向

摘要：本研究以东南苏拉威西地方警察局安全情报局的工作人员为研究对象，探讨组织承诺通过情绪智力和工作满意度对离职意向的影响。该机构属于公共部门，具有工作要求高和业务压力大的特点。本研究采用定量问卷调查方法，共有150名工作人员参与，并运用偏最小二乘结构方程模型（PLS-SEM）对数据进行分析。研究结果表明，组织承诺对情绪智力和工作满意度具有显著的正向影响，但对离职意向没有显著的直接影响。情绪智力能够显著降低离职意向，而工作满意度对离职意向的影响不显著。此外，情绪智力在组织承诺与离职意向之间发挥完全中介作用，而工作满意度未发挥显著的中介作用。研究结果通过强调情绪智力作为一种重要心理机制的关键作用，丰富了组织行为学领域的相关研究，即组织承诺可以通过提高情绪智力来降低公共部门安全机构工作人员的离职意向。

关键词：组织承诺；情绪智力；工作满意度；离职意向；警务人员；公共部门；SmartPLS。

1. Introduction

Human resource management (HRM) is a strategic organizational function that contributes to organizational effectiveness by developing employee competencies, enhancing workforce flexibility, and supporting adaptive work behavior [1]. Contemporary HRM increasingly incorporates sustainability principles across economic, social, and environmental dimensions while promoting responsible employment practices through Green HRM initiatives [2, 3]. As a system designed to shape employee attitudes, behaviors, and performance [4, 5], HRM plays an important role in strengthening organizational commitment, job satisfaction, and workforce stability. In high-pressure institutions such as police organizations, turnover intention represents a critical human resource concern. Within the Security Intelligence Directorate of the Southeast Sulawesi Regional Police, substantial operational demands and workload pressures may weaken employees' organizational commitment and increase their intention to leave, potentially undermining organizational effectiveness and performance.

Police intelligence personnel operate in a distinctive professional environment characterized by substantial operational pressure, confidentiality requirements, uncertainty, and responsibility for maintaining public security. Unlike employees in many civilian organizations, intelligence personnel must continuously process sensitive information, respond to rapidly changing security situations, and exercise professional judgment under stressful conditions. These occupational characteristics make emotional regulation,

organizational attachment, and positive work attitudes particularly important in shaping behavioral outcomes. Consequently, examining turnover intention among police intelligence personnel can provide valuable insights into human resource management in public-sector security organizations, where employee retention and psychological resilience are essential to organizational effectiveness.

Organizational commitment is commonly conceptualized as a form of psychological attachment comprising affective, continuance, and normative dimensions [6]. This perspective is complemented by side-bet theory, which emphasizes the role of accumulated personal investments in discouraging employees from leaving an organization [7]. Organizational commitment is also associated with loyalty and a sense of belonging [8–10] and may influence a range of work-related attitudes and behaviors. Turnover intention has been described as the outcome of a cognitive evaluation process shaped by employees' work experiences [11, 12], with stronger organizational commitment generally expected to reduce employees' intention to leave.

Emotional intelligence and job satisfaction may serve as important mechanisms explaining the relationship between organizational commitment and turnover intention. Emotional intelligence refers to the ability to recognize, understand, and regulate emotions in an adaptive manner [13, 14]. It may also contribute to psychological stability and workplace effectiveness [15, 16]. Job satisfaction is commonly defined as a positive emotional state resulting from an individual's evaluation of their job and work experiences [17]. It

may be influenced by the fulfilment of individual needs [18] and by both motivational and hygiene factors [19]. From the perspective of social exchange theory [20], a positive and reciprocal relationship between an organization and its employees may enhance job satisfaction and reduce turnover intention.

Empirical research on the relationships among organizational commitment, emotional intelligence, job satisfaction, and turnover intention has produced mixed findings. Previous studies have reported that organizational commitment is positively associated with emotional intelligence [21, 22] and job satisfaction [23–26] and negatively associated with turnover intention [27, 28]. Emotional intelligence and job satisfaction have also been found to reduce turnover intention [29, 30]. However, other studies have reported inconsistent or statistically nonsignificant relationships among these variables [31, 32]. Accordingly, further research is needed to examine the mediating roles of emotional intelligence and job satisfaction in the relationship between organizational commitment and turnover intention within police organizations.

This study extends previous research by simultaneously examining emotional intelligence and job satisfaction as parallel mediators of the relationship between organizational commitment and turnover intention in a public-sector security organization. Whereas previous studies have often focused primarily on emotional intelligence as a mediating mechanism, the present study incorporates job satisfaction into the same analytical model. By testing both mediators among police intelligence personnel, the study provides a more comprehensive understanding of the psychological mechanisms associated with turnover intention in a specialized and high-pressure occupational context.

2. Research Hypotheses

- H1.** Organizational commitment is positively associated with emotional intelligence.
- H2.** Organizational commitment is positively associated with job satisfaction.
- H3.** Organizational commitment is negatively associated with turnover intention.
- H4.** Emotional intelligence is negatively associated with turnover intention.
- H5.** Job satisfaction is negatively associated with turnover intention.
- H6.** Emotional intelligence mediates the negative association between organizational commitment and turnover intention.
- H7.** Job satisfaction mediates the negative association between organizational commitment and turnover intention.

3. Research Methods

This study employed a quantitative approach based on a positivist paradigm and used an explanatory survey design to objectively examine the relationships among the study variables. The study aimed to assess the effect of organizational commitment on turnover intention through the mediating roles of emotional intelligence and job satisfaction among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. The research was conducted over a five-month period. The study population comprised 150 personnel who had served in the Directorate for more than two years, and a census approach was used to include the entire eligible population as respondents.

All personnel who had served in the Security Intelligence Directorate of the Southeast Sulawesi Regional Police for at least two years were eligible to participate, ensuring that the respondents had sufficient organizational experience to evaluate the research variables. Questionnaires were distributed to all 150 eligible personnel through direct coordination with the administrative unit of the Directorate. Participation was voluntary, and the respondents were informed of the academic purpose of the study. To ensure confidentiality and minimize response bias, no personally identifiable information was collected. All responses were analyzed anonymously and reported only in aggregate form. Before data collection, formal permission was obtained from the leadership of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police, and the research procedures complied with the applicable institutional requirements governing data collection within the organization.

The data were analyzed using descriptive statistics and partial least squares structural equation modeling (PLS-SEM) in SmartPLS. Model evaluation included assessments of the measurement and structural models, coefficients of determination (R^2), predictive relevance values (Q^2), and bootstrapping procedures for hypothesis testing. This analytical approach enabled the examination of both direct and indirect relationships among the study variables.

4. Measurement Model Assessment

The measurement model was assessed in terms of internal consistency reliability, convergent validity, discriminant validity, and collinearity. The results demonstrated satisfactory internal consistency reliability, with Cronbach's alpha values ranging from 0.868 to 0.952 and composite reliability values ranging from 0.900 to 0.966. All average variance extracted (AVE) values exceeded the recommended threshold of 0.50, supporting convergent validity. Collinearity was assessed using variance inflation factor (VIF) values.

Table 1. Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Organizational Commitment	0.926	0.953	0.871
Emotional Intelligence	0.952	0.966	0.875
Job Satisfaction	0.945	0.958	0.820
Turnover Intention	0.868	0.900	0.645

Source: Processed Primary Data, 2026

Table 2. Discriminant Validity (Fornell–Larcker Criterion)

Construct	OC	EI	JS	TI
Organizational Commitment (OC)	0.933			
Emotional Intelligence (EI)	0.921	0.936		
Job Satisfaction (JS)	0.911	0.957	0.906	
Turnover Intention (TI)	-0.180	-0.269	-0.240	0.803

Note: Diagonal values represent the square root of AVE.

Source: Processed Primary Data, 2026

Table 3. Indicator Loadings

Construct	Indicator	Loading
Organizational Commitment	X1	0.926
	X2	0.914
	X3	0.960
Emotional Intelligence	Y1.1	0.936
	Y1.2	0.924
	Y1.3	0.946
	Y1.4	0.936
Job Satisfaction	Y2.1	0.900
	Y2.2	0.946
	Y2.3	0.860
	Y2.4	0.923
	Y2.5	0.897
Turnover Intention	Y3.1	0.769
	Y3.2	0.709
	Y3.3	0.813
	Y3.4	0.875
	Y3.5	0.840

Source: Processed Primary Data, 2026

All indicators exhibited satisfactory outer loadings ranging from 0.709 to 0.960, exceeding the recommended minimum threshold of 0.70. In addition, collinearity diagnostics indicated that all variance inflation factor (VIF) values were within acceptable limits, suggesting that multicollinearity was not a significant concern in the measurement model

5. Structural Model Assessment

Table 4. Coefficient of Determination (R²)

Endogenous Construct	R²
Emotional Intelligence	0.849
Job Satisfaction	0.830
Turnover Intention	0.073

Source: Processed Primary Data, 2026

Table 5. Predictive Relevance (Q²)

Endogenous Construct	Q²
Emotional Intelligence	0.720
Job Satisfaction	0.664
Turnover Intention	0.041

Source: Processed Primary Data, 2026

Table 6. Effect Size (f²)

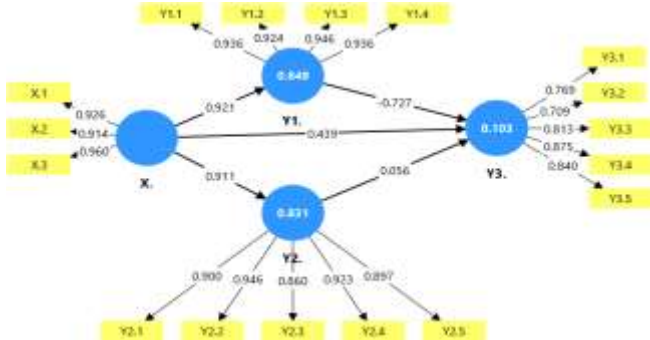
Relationship	f²	Effect Size
OC → EI	5.615	Large
OC → JS	4.869	Large
OC → TI	0.003	Negligible
EI → TI	0.035	Small
JS → TI	0.001	Negligible

Source: Processed Primary Data, 2026

6. Research Results

Hypothesis testing was conducted by examining the estimated path coefficients and corresponding *t*-statistics at a significance level of $\alpha = 0.05$. This procedure was used to determine whether the hypothesized relationships among the latent variables—organizational commitment, emotional intelligence, job satisfaction, and turnover intention—were statistically significant.

Figure 1. Standardized Path Coefficients for the Full Model



Source: Figure developed by the authors

The results indicated that organizational commitment had a positive and statistically significant effect on emotional intelligence ($\beta = 0.921, p < 0.001$) and job satisfaction ($\beta = 0.911, p < 0.001$). These findings suggest that higher levels of organizational commitment are associated with a greater ability to

understand and manage emotions and with higher perceived job satisfaction. Thus, employees' attachment and loyalty to the organization may strengthen their psychological resources and promote more positive work attitudes.

However, organizational commitment did not have a statistically significant direct effect on turnover intention ($\beta = 0.439$, $p = 0.092$). Similarly, job satisfaction did not significantly affect turnover intention ($\beta = 0.056$, $p = 0.855$). These results indicate that neither organizational commitment nor job satisfaction directly reduced employees' intention to leave the organization. In contrast, emotional intelligence had a negative and statistically significant effect on turnover intention ($\beta = -0.727$, $p = 0.041$), suggesting that personnel with a greater ability to

recognize and regulate emotions were less likely to consider leaving the organization.

The mediation analysis further indicated that emotional intelligence significantly mediated the relationship between organizational commitment and turnover intention ($\beta = -0.670$, $p = 0.043$). Because the direct effect of organizational commitment on turnover intention was not statistically significant, this result was consistent with full mediation. In other words, organizational commitment was associated with lower turnover intention indirectly through higher emotional intelligence. By contrast, the indirect effect through job satisfaction was not statistically significant ($\beta = 0.051$, $p = 0.856$). Therefore, although organizational commitment was positively associated with job satisfaction, this pathway did not significantly influence turnover intention.

Table 7. Bootstrapping Results for Direct and Indirect Effects

Hypothesis	Relationship	Path Coefficient	95% CI Lower	95% CI Upper	P Value	Decision
H1	OC $\rightarrow$ EI	0.921	0.876	0.954	0.000	Accepted
H2	OC $\rightarrow$ JS	0.911	0.870	0.943	0.000	Accepted
H3	OC $\rightarrow$ TI	0.439	-0.044	0.969	0.092	Rejected
H4	EI $\rightarrow$ TI	-0.727	-1.385	0.016	0.041	Accepted
H5	JS $\rightarrow$ TI	0.056	-0.603	0.602	0.855	Rejected
H6	OC $\rightarrow$ EI $\rightarrow$ TI	-0.670	-1.294	0.016	0.043	Accepted
H7	OC $\rightarrow$ JS $\rightarrow$ TI	0.051	-0.554	0.550	0.856	Rejected

Source: Processed Primary Data, 2026

7. Discussion

7.1. Organizational Commitment and Emotional Intelligence

The findings indicate that organizational commitment is positively and significantly associated with emotional intelligence among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. Personnel with stronger attachment, loyalty, and responsibility toward the organization may demonstrate greater emotional regulation, self-awareness, and adaptability when responding to occupational demands. The affective, continuance, and normative dimensions of organizational commitment may contribute to the psychological stability required to manage emotions effectively in a high-pressure work environment.

This finding is consistent with previous studies reporting a positive relationship between organizational commitment and emotional intelligence [21, 22]. It also highlights the potential importance of organizational attachment in supporting the emotional capabilities and professional behavior of police intelligence personnel. Nevertheless, because the present study employed a cross-sectional design, the direction of this relationship should be interpreted cautiously.

7.2. Organizational Commitment and Job Satisfaction

The findings indicate that organizational commitment is positively and significantly associated with job satisfaction among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. This result suggests that stronger emotional attachment, loyalty, and responsibility toward the organization are associated with higher levels of job satisfaction.

Organizationally committed personnel may evaluate compensation, promotion opportunities, supervision, workplace relationships, and job characteristics more positively, thereby enhancing their motivation and overall work experience. Employees who identify strongly with organizational goals may also be more likely to perceive their employment conditions favorably. This interpretation is consistent with established organizational behavior literature [8, 9, 33] and with empirical studies demonstrating a positive relationship between organizational commitment and job satisfaction [23–26].

7.3. Organizational Commitment and Turnover Intention

The findings indicate that organizational commitment is not significantly associated with turnover intention among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. This result suggests that emotional attachment, loyalty, and responsibility toward the organization may not be sufficient, on their own, to reduce employees' intention to leave.

The absence of a significant direct relationship may reflect the influence of other factors, including career expectations, professional development opportunities, organizational conditions, and personal goals. However, these possible explanations were not directly tested in the present model and should therefore be interpreted as contextual considerations rather than confirmed determinants.

Consistent with the turnover model proposed by Mobley [12], employees' intention to leave may result from a broader evaluation of their organizational experiences, employment opportunities, and individual circumstances. Organizational commitment may therefore influence turnover intention indirectly rather than through a significant direct pathway.

7.4. Emotional Intelligence and Turnover Intention

The findings indicate that emotional intelligence is negatively and significantly associated with turnover intention among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. Personnel who are better able to recognize, understand, and regulate emotions are less likely to consider leaving the organization.

Emotional intelligence may function as an internal psychological resource that strengthens resilience, facilitates stress management, supports constructive workplace relationships, and improves adaptability to occupational pressure. In the present study, the dimensions of others' emotion appraisal and the use of emotion appeared to make particularly important contributions to the emotional intelligence construct.

This interpretation is consistent with theoretical perspectives emphasizing the role of emotional intelligence in emotional stability, adaptive behavior, and decision-making [13, 34, 35]. It is also compatible with turnover and motivation theories suggesting that effective emotional regulation may reduce adverse psychological reactions associated with withdrawal intentions [12, 19].

Empirically, the finding is consistent with previous studies reporting a negative relationship between emotional intelligence and turnover intention [29, 30, 36]. However, other studies have reported different results [37], indicating that this relationship may vary according to organizational characteristics, occupational demands, and the broader work environment.

7.5. Job Satisfaction and Turnover Intention

The findings indicate that job satisfaction is not significantly associated with turnover intention among personnel of the Security Intelligence Directorate of the Southeast Sulawesi Regional Police. Although personnel may hold positive perceptions of compensation, promotion opportunities, supervision, workplace relationships, and job characteristics, these perceptions do not appear to be sufficient to directly reduce their intention to leave.

In police organizations, employment decisions may also be influenced by professional obligations, organizational loyalty, job security, long-term career structures, and opportunities for professional advancement. These contextual factors may reduce the relative importance of employees' immediate affective evaluations of their working conditions.

The expectation-related dimension emerged as an important component of turnover intention, suggesting that personnel may evaluate their future career prospects and personal aspirations in addition to their current level of job satisfaction. Nevertheless, because these broader factors were not included as independent constructs in the model, their role should be examined in future research. Overall, the result demonstrates that the relationship between job satisfaction and turnover intention may be context-dependent within public-sector security organizations.

7.6. Mediating Role of Emotional Intelligence

The reported mediation results indicate that emotional intelligence significantly mediates the relationship between organizational commitment and turnover intention. Organizational commitment was not directly associated with turnover intention, whereas the indirect pathway through emotional intelligence was reported as statistically significant. This pattern is consistent with full mediation.

Personnel with stronger organizational commitment may possess or develop greater emotional stability, self-control, and adaptability when responding to organizational demands and occupational pressure. These emotional capabilities may help them manage stress, maintain constructive workplace relationships, and respond more effectively to challenging situations, thereby reducing their intention to leave.

The findings therefore identify emotional intelligence as a potentially important psychological mechanism linking organizational commitment to lower turnover intention. From a practical perspective, emotional intelligence development programs may support personnel retention, particularly in occupational settings characterized by substantial stress, confidentiality requirements, uncertainty, and operational pressure.

7.7. Mediating Role of Job Satisfaction

The findings indicate that job satisfaction does not significantly mediate the relationship between organizational commitment and turnover intention. Although organizational commitment is positively associated with job satisfaction, the resulting increase in job satisfaction does not appear to translate into a statistically significant reduction in turnover intention.

This result suggests that personnel retention decisions may depend on broader considerations, including the alignment between career expectations and organizational opportunities, prospects for professional development, and individual career orientations. Job satisfaction represents an important affective evaluation of employment conditions, but it does not necessarily determine employees' behavioral intentions in every organizational context [17, 38].

From the perspective of social exchange and employee turnover theories [20, 38], turnover intention may result from a complex evaluation of organizational, occupational, and personal factors. The present result differs from findings reported by Elayah and Mabkhot [24], further demonstrating that the mediating role of job satisfaction may vary across institutional and occupational contexts.

8. Limitations of the Study

This study has several limitations. First, the research was conducted within a single police intelligence organization, which limits the generalizability of the findings to other police units, public-sector institutions, and national contexts. Second, the cross-sectional design does not permit firm conclusions regarding the temporal or causal relationships among organizational commitment, emotional intelligence, job satisfaction, and turnover intention.

Third, the model explained only a relatively small proportion of the variance in turnover intention, indicating that additional organizational, occupational, and individual predictors should be considered. These may include perceived organizational support, leadership style, career development opportunities, work stress, organizational culture, compensation, and work-life balance.

Finally, the study relied on self-reported questionnaire data collected from a single source, which may be affected by social desirability bias, common method bias, and respondents' subjective perceptions. Future research should employ longitudinal or mixed-methods designs, include multiple data sources, and examine the model across different police units and public-sector security organizations.

9. Conclusions and Recommendations

The findings indicate that organizational commitment is positively and significantly associated with emotional intelligence and job satisfaction but is not directly associated with turnover intention. Emotional intelligence is negatively and significantly associated with turnover intention and significantly mediates the relationship between organizational commitment and turnover intention. By contrast, job satisfaction is not significantly associated with turnover intention and does not mediate the relationship between organizational commitment and turnover intention.

These results suggest that organizational commitment may contribute to lower turnover intention primarily through the psychological mechanism of emotional intelligence rather than through a direct pathway or through job satisfaction. Accordingly, emotional intelligence appears to play an important role in translating organizational attachment into more adaptive responses to occupational pressure and a lower intention to leave.

The organization should therefore consider implementing structured emotional intelligence development programs focusing on emotional awareness, emotional regulation, stress management, interpersonal communication, and the constructive use of emotions. Such programs may be incorporated into professional development, leadership training, and personnel support initiatives.

The organization should also strengthen commitment by providing transparent career development pathways, appropriate recognition, supportive leadership, and clear communication regarding professional advancement. Although job satisfaction did not significantly predict turnover intention in the present study, fair compensation, transparent promotion procedures, effective supervision, and supportive workplace relationships remain important for employee well-being and broader organizational performance.

Future studies should extend the proposed model by incorporating variables such as organizational culture, perceived organizational support, leadership style, work stress, motivation, career development, and work-life balance. Longitudinal and mixed-methods approaches are also recommended to provide a more comprehensive understanding of how these relationships develop over time.

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