



The Nexus between Leader Emotional Intelligence and Employee Turnover Intention: Do Gender Differences Matter?

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Abstract

With the evolution of the Jordanian Industrial Sector (JIS), the employees' retention remains a critical challenge. This paper examines the nexus between a Leader's Emotional Intelligence (LEI) and the turnover intentions of subordinates in the JIS context and identifies the moderating effect of gender differences. The subjects (i.e., 420 JIS employees), were selected by the simple random technique, and the data obtained were analyzed using Structural Equation Modeling (SEM) and IBM SPSS AMOS. The findings revealed that an LEI was negatively associated with employees' intentions to leave, indicating its importance in retention. However, gender differences appeared to moderate this relationship, suggesting that the influence of an LEI on turnover intention might be differentially experienced across male and female employees. This research contributes to understanding gender differences in an LEI and employees' turnover predictors in the JIS. It emphasizes further research on gender-centric EI dynamics in leadership roles. Overall, the research highlighted the importance of an LEI in fostering employees' job satisfaction and maintaining a committed workforce in the JIS. Based on these findings, directions for future research were presented and practical implications discussed.

Keywords: *Leader's Emotional Intelligence; Turnover Intention; Gender Differences; Jordanian Industrial Sector.*

Introduction

Modern managers adeptly navigate their own emotions and those of their team (Gunter, 2020). Emotional intelligence is key to enhancing leadership skills-like setting unified goals, emphasizing the importance of tasks, fostering a positive environment, encouraging adaptability, and shaping a company culture (Raji, & Ismail, 2023). Some studies revealed that managers high in emotional intelligence not only outshine but also advance quicker than those who lack it (Elayan et al., 2023; Gunter, 2020; Higgs & Rowland, 2002). Such managers have a knack for aligning team emotions with the company goals, while many studies underscore the role of emotional intelligence in diverse outcomes, there is limited direct evidence connecting it to staff retention (Sharma, & Tiwari, 2023; Neong et al., 2022; Alwali & Alwali, 2022). However, even though emotional intelligence is a relatively recent topic in research, its influence on employees' decisions to stay or leave is evident (Elayan et al., 2023; Kurniawan & Susanto, 2023; Liao, et al., 2022).

Leadership roles, typically seen as male domains, challenge the usual gender stereotypes when employed by women. Müller-Horn et al. (2022), drawing on the Congruity Theory, observed that female managers not displaying shared attributes, like interpersonal sensitivity, are often less preferred than their male equivalents. Interestingly, male leaders don't face the same examination and aren't judged negatively for not showcasing these shared traits. Salavera et al. (2017) highlighted that society assigns gender factors to certain

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activities, deeming some as masculine or feminine based on culturally desired traits. For instance, while empathy is often seen as a trait more fitting for women, men aren't expected to express it as much. Ahmad et al. (2019) argued that emotional intelligence transcends gender norms. Spence, (2020). discovered that women's emotional intelligence manifestations often differ from men's. In a comprehensive study comparing the emotional intelligence of thousands of male and female managers, women typically showed greater emotional awareness, heightened empathy, and stronger interpersonal skills. In contrast, men generally displayed greater self-confidence, optimism, and adaptability. However, for all the differences, there were just as many parallels in emotional intelligence between the genders (Hafeez et al., 2023). Deng et al. (2023) suggest that women's deeper emotional connections in relationships make them more emotionally intelligent than men. This study sought to understand if a Leader's Emotional Intelligence (LEI) influences employee turnover in the Jordanian Industrial Sector (JIS) and to delve into the potential impact of gender differences on the relationship between an LEI and employees' turnover intentions in this sector.

Research Contributions

In the Jordanian industrial sector, an LEI is considered a key factor in retaining employees. However, to truly understand the relationship between managerial emotional intelligence and staff retention, more comprehensive studies are necessary. The studies should also factor in gender perspectives when discussing emotional intelligence within the JIS context. Employees' leaving poses a significant financial burden for the JIS, with the costs threatening the viability and profitability of many organizations. While a majority of studies concentrate on the positive impacts of emotional intelligence on various sectors, this paper is specifically focusing on the JIS. Furthermore, a noticeable gap exists, as no research to date has explored the connection between an LEI, turnover intentions, and gender differences within the JIS. This paper delves into how gender influences employees' perceptions of an LEI. Another unique aspect of this paper is its methodology. Not only does it gauge how employees perceive an LEI, but also contrasts this with the leaders' self-assessments. Previous studies indicated that leaders often overstate their emotional intelligence competencies (Elayan et al., 2023; Zammuner et al., 2013; Choi & Kluemper, 2012). Gathering insights from employees about an LEI remains an underutilized method, even though it can provide a holistic understanding of its significance. The discrepancies between how employees and managers view emotional intelligence are pivotal, given the profound influence of managerial actions on staff.

Literature Review and Hypotheses Development

Emotional Intelligence in Leadership

The concept of 'emotional intelligence' was first introduced by Salovey and Mayer (1990), who described it as the capacity to recognize, harness, and manage emotions to facilitate emotional and cognitive growth (Mayer & Salovey, 1997). Graen and Uhl-Bien (1995) noted that leadership doesn't merely echo the actions of leaders and their followers; it's also deeply intertwined with the quality of their relationships. Leadership, as outlined by Humphrey (2002), is fundamentally an emotional journey wherein adept managers can discern and modulate the emotional states of their employees. This sentiment is echoed by Rubin et al. (2005), who state that leadership is inherently suffused with emotions. This intersection of leadership and emotion has drawn significant scholarly attention (Dasborough & Ashkanasy, 2002). A crucial insight is that a manager's capability to read and respond to the emotions of others can enable them to navigate emotional complexities, offering precise support when required (Ashkanasy & Daus, 2002). Antonakis et al. (2009) posit that a manager's true effectiveness lies in their ability to manage their emotions while also empathizing with their team. Yukl (2002) characterizes leadership as a social dance where leaders aim to mold the behaviors of their followers. Singer and Francisco (2005) highlight that harnessing emotional intelligence can bolster both managers' and employees' ability to govern their emotions, paving the way

for healthier interpersonal dynamics. Furthermore, evidence suggests that manager's adept in emotional intelligence, and who can masterfully express emotions, can spark entrepreneurial spirit in their teams (Brundin, et al., 2008) and foster innovation, creativity, and overall performance in Small and Medium-sized Enterprises (SMEs) (Sharma & Tiwari, 2023).

Employees' Turnover

Tett and Meyer (1993) described 'turnover intention' as the explicit desire to exit an organization, while Schyns et al. (2007) portrayed it as an employee's contemplation to willingly shift jobs or depart from a company. Importantly, this inclination towards turnover is often dictated by an individual's internal feelings rather than their overt actions. Thus, even if an employee hasn't exited, a strong desire to do so indicates a high turnover intention. Christopher et al. (2018) offered a nuanced perspective by distancing turnover tendencies from individual sentiments and associating them with a diminished sense of belonging to the workplace. They underscored the role of attitudes, decision-making processes, and behaviors in this context. On a more practical note, Belete (2018) characterized employees' turnover as the proportion of employees who depart within a specific period, typically a year, compared to the total employee count. Highlighting the financial ramifications, Reukauf (2018) pointed out that when employees contemplate leaving, it comes with substantial costs, encompassing recruitment expenses and potential dips in service quality. Reina et al. (2018) echoed this sentiment, asserting that voluntary departures can be financially draining for companies, eroding both productivity and quality, which, in turn, can undermine a company's competitive edge.

Delving deeper into behavioral aspects, Masood et al. (2020) noted that as employees gravitate towards the idea of leaving, their workplace behaviors shift, influenced by their career aspirations. While many studies have dissected the primary reasons behind turnover intentions, there's a noticeable gap. Few have delved into what could be a pivotal factor: the role of gender-driven emotional intelligence dynamics.

Leader's Emotional Intelligence and Employee's Turnover Intention

There remains a significant scope to delve deeper into the interplay between managerial emotional intelligence and employees' turnover. By understanding this relationship, we can gain insights into employees' withdrawal behaviors and determine how a manager's emotional intelligence influences their ability to retain top talent. Implementing specific HR strategies-like refined recruitment processes, performance evaluations, and training-can empower managers to demonstrate their commitment to employees. Such strategies foster an organizational culture that positively impacts employees' satisfaction, dedication, productivity, and overall outcomes (Dockel et al., 2006). Highlighting the proactive aspect, Sunindijo et al. (2007) discovered that in the construction sector, there's a positive linkage between a project manager's emotional intelligence and employees' proactive conduct. Those project managers endowed with higher emotional intelligence typically adopt transparent communication and forward-thinking leadership styles, culminating in favourable organizational outcomes. Managers equipped with emotional intelligence, termed 'emotional managers', can foster a positive 'affective tone' within the organization (Pescosolido, 2002). Furthermore, such managers cultivate deeper, more rewarding relationships with their subordinates, which can potentially lower employees' attrition rates (Coetzee & Pauw, 2013).

To encapsulate, emotional intelligence amplifies a manager's ability to foster positivity and stability within their teams. This atmosphere resonates with employees, inspiring them to elevate their productivity. The ripple effect includes heightened job satisfaction and commitment, reduced turnover, enhanced leadership, and ultimately, a boost in organizational performance (Mohammad et al., 2014). Carmeli (2003) posited that emotional intelligence plays a pivotal role in reducing employees' intentions to leave

by enhancing their emotional regulation capabilities. Consequently, when employees discern the heightened emotional intelligence of their leaders, this paves the way for building deeper, impactful bonds. Such bonds, facilitated by leaders adept at navigating both positive and negative emotions, invariably lead to decreased turnover. Notably, most prior research has only tangentially explored the nexus between emotional intelligence and employees' turnover. Furthermore, Azim et al. (2020) underscored that managers endowed with robust emotional intelligence are less likely to seek alternative employment opportunities (Belete, 2018). The existing literature consistently draws a negative correlation between turnover intentions and emotional intelligence. A case in point, the Wong-Law Emotional Intelligence Scale model, as presented by Pacheco et al. (2019), elucidates that jobs demanding higher emotional labor are inversely related to emotional intelligence and the overarching intention to leave. Given the substantial evidence in the research domain, it becomes pertinent to put forth the following hypothesis:

H1: LEI is negatively related to the turnover intention of employees.

Moderating the Role of Gender Differences

Meshkat and Nejati (2017) highlighted that emotional intelligence is shaped by a blend of social and biological determinants. When examining social factors, it becomes evident that women generally display higher emotional intelligence than men. This disparity is primarily rooted in the distinct socialization experiences of each gender. Meshkat and Nejati (2017) detailed that societal norms often encourage women to be more cooperative, emotionally expressive, and attuned to relational dynamics, whereas men are typically steered towards competitiveness, autonomy, and task-oriented behaviors. Such early life experiences subsequently lead women to develop a greater sense of nurturing and interpersonal connectivity compared to men. On a cultural front, gender differences in emotional intelligence can be attributed to cultural nuances. For instance, Van Rooy et al. (2005) found that American women, on average, outperformed men in emotional and relational skills with a correlation of 0.17. Meanwhile, studies in Tamil Nadu, India, by Chandra et al. (2017) determined that female medical students showcased higher emotional intelligence than their male peers. Additionally, Nikoopour and Esfandiari (2017), when studying English as a Foreign Language managers, observed distinct emotional intelligence levels between the genders. However, it's important to note that not all studies concur on this gender difference across cultures. For example, Arteché et al.'s (2008) research in the UK failed to establish any significant gender-based disparities in emotional intelligence. Similarly, Myint and Aung (2016), in their study conducted in Myanmar, found no pronounced difference in the emotional intelligence levels between male and female managers.

The literature presents a diverse view on the role of gender in employees' turnover. While many studies have explored the influence of gender on turnover, fewer have delved into how gender differences specifically impact voluntary employees' departures. A meta-analysis by Cunningham et al. (2019) incorporating 20 studies concluded that women tend to leave their jobs at a higher rate than men. This study also highlighted that the nature of the workforce plays a role in the gender-turnover relationship, indicating a stronger correlation in professional roles compared to nonmanagerial and nonprofessional positions. However, Weisberg and Kirschenbaum (1993) argued that gender alone isn't a definitive element in discerning the mechanisms behind turnover intentions. Instead, they believe that turnover intentions arise from an amalgamation of factors, broadly categorized as human capital variables, rather than gender differences alone. Lee et al., (2017) provided a nuanced view by considering other variables, such as age, tenure, education, and prior mobility. Their study suggested that women were more likely to leave an organization within two years than men when these factors were controlled. On the other hand, Stamolampros et al. (2019) didn't find any significant gender disparities in turnover rates. Instead, they emphasized other determinants like pay scale, age, length of service, and educational background as pivotal influencers of turnover. Given the paucity of research on the impact of gender differences on turnover rates, there's a pressing need to delve deeper into how gender disparities might shape employment gaps and intentions to leave. Recent studies highlight distinct attitudes and behaviors among male and female employees (Elayan et al 2023; Albalawi et al., 2019; Hackett et al., 2018;

Stewart & Wiener, 2021; Tziner et al., 2020). The way employees view their leaders can be swayed by gender, which in turn, might influence their intentions to stay or leave. Depending on gender, employees might harbor varying expectations and responses toward their leaders, especially when emotional intelligence comes into play. Rosette and Tost (2010) highlighted that gender-based leadership stereotypes often pre-exist in the minds of employees, thereby shaping their responses to leaders. Moreover, a meta-analysis by Judge and Bono (2001) indicated that characteristics of leaders, such as emotional intelligence, play into these perceptions and can be intertwined with gender-based views. In the same vein, disparities in emotional intelligence and the intent to leave between genders have been documented (Jiang et al., 2012). These findings pave the way for the forthcoming hypotheses:

H2: Gender moderates the relationship between an LEI and the turnover intention of employees.

H2a: Males moderate the relationship between an LEI and the turnover intention of employees.

H2b: Females moderate the relationship between an LEI and the turnover intention of employees.

Methodology

Sample and Procedures

This study delves into the connection between LEI and employees' turnover intentions, while also considering the potential influence of gender disparities in the JIS. Owing to the well-established and operationalized nature of the research variables in existing literature, a quantitative method was adopted. Participants for this study were drawn from the JIS workforce. Out of 450 surveys disseminated through a simple random technique, 433 were returned. However, only 420 of these were suitable for analysis due to incomplete or missing information. Data analysis was carried out using Structural Equation Modelling (SEM), complemented by descriptive statistical techniques. The research also incorporated evaluations for the Common Method Bias (CMB), Multicollinearity, Validity, Reliability, a Correlation matrix, and an assessment of model fit.

Research Instruments

Leader's Emotional intelligence was gauged using a 12-item scale formulated by Law et al. (2004). This scale encompasses four distinct dimensions: self-emotional appraisal, others' emotional appraisal, utilization of emotion, and regulation of emotion. Its application is widespread in contemporary studies, with its reliability and internal consistency widely recognized (Aqqad et al., 2019; Darvishmotevali et al., 2018). One of the sample items from the scale reads, "My manager is attuned to others' feelings and emotions" and uses a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Turnover intention, on the other hand, was gauged with a 5-item scale designed by Bateman and Strasser (1984). Its prevalent use and consistent reliability have been acknowledged in recent studies (Kang & Sung, 2019; Sun et al., 2019). A sample item from this scale reads, "I contemplate leaving my current job", rated on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Demographics of the respondents were also captured to produce an overview and ensure the sample's representativeness. This included factors such as age, gender, nationality, educational background, and tenure. The survey was bifurcated into two segments: the initial segment aimed to capture

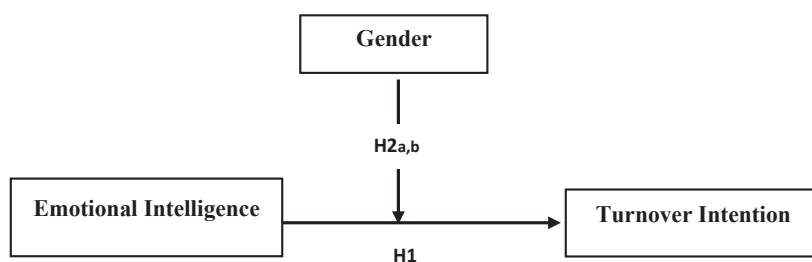


Figure 1. The Research Model

the participants’ demographic details, offering insight into their background within the JIS, including factors like gender, age, education, role, and tenure. The subsequent segment addressed the principal variables in question, specifically perceptions of leaders’ emotional intelligence and turnover inclinations.

Analysis Results

Demographic Information

This paper presents a demographic breakdown of 420 participants in the JIS, categorizing them by gender, age, educational background, and years of experience. The demographic analysis results revealed a dominant male representation (68.6%), which may offer nuanced insights into gender dynamics influencing turnover intentions. Particularly, age distribution highlights a workforce prime for leadership roles (41.9% within 31-40 years), suggesting that an LEI could differentially impact retention across age and gender lines. The educational background, predominantly at the bachelor’s level (44.8%), while the prevalence of mid-career professionals (49.5% with 6 to 10 years of experience), points towards a period where emotional intelligence could be pivotal in mitigating turnover intentions, emphasizing the need for gender-informed leadership development strategies (see table 1)

Table 1 Respondents’ Demographic Distribution

Demographics	Variable	Frequency	Proportion
Gender	Male	288	68.6
	Female	132	31.4
	Total	420	100.0
Age	Under 30 years old	83	19.8
	31–40 years old	176	41.9
	41–50 years old	98	23.3
	51 and above	63	15.0
	Total	420	100.0
Educational	Diploma	71	16.9
	Bachelor’s degree	188	44.8
	Master’s degree	129	30.7
	Doctoral Degree	32	7.6
	Total	420	100.0
Experience	Under 5 years	61	14.5
	Between 6 - 10	208	49.5
	Between 11 - 15	119	28.3
	Over 16 years	32	7.6
	Total	420	100.0

Normality Test

The normality of the data was examined through skewness and kurtosis metrics with their Respective Critical Ratios (c.r.) for multivariate normality within male and female models. For the male cohort, the skewness ranged from (-.140 to .231), and kurtosis values extended from (-.162 and 0.804), indicating a generally acceptable range of normality (George & Mallery, 2010). The female dataset displayed a broader variance, with skewness values from (-.735 to .317) and kurtosis figures between (-.759 to .949), which could suggest slight deviations from normality, warranting careful interpretation of any subsequent inferential analysis. These metrics are instrumental in validating the research methodology, supporting the robustness of the study’s forthcoming conclusions on the impact of an LEI on turnover intentions, and how these effects may differ across genders (lee et al ., 2018).

Table 2 Normality Test

Male Model Normality				Female Model Normality					
Variable	Skew	C.R.	Kurtosis	C.R.	Variable	Skew	C.R.	Kurtosis	C.R.
Leader’s Emotional Intelligence (LEI)									
LEI 1	-.093	-.647	.141	.488	LEI 1	-.179	-.842	.059	.139
LEI 2	-.235	-1.626	-.150	-.520	LEI 2	.059	.275	-.067	-.158
LEI 3	.010	.070	-.014	-.047	LEI 3	-.119	-.556	-.032	-.074
LEI 4	.231	1.599	.804	2.786	LEI 4	-.012	-.055	-.222	-.521
LEI 5	-.076	-.525	-.035	-.120	LEI 5	-.114	-.536	-.446	-1.045
LEI 6	.026	.183	-.057	-.196	LEI 6	-.120	-.562	.008	.019
LEI 7	.187	1.299	.026	.089	LEI 7	-.345	-1.619	-.058	-.135
LEI 8	.078	.543	.563	1.950	LEI 8	-.153	-.716	-.138	-.324
LEI 9	.150	1.037	.375	1.300	LEI 9	-.735	-3.447	.445	1.043
LEI 10	-.095	-.659	-.162	-.561	LEI 10	-.038	-.180	-.260	-.610
LEI 11	-.058	-.401	-.025	-.086	LEI 11	.251	1.179	-.019	-.044
LEI 12	.080	.556	.313	1.086	LEI 12	-.229	-1.075	-.156	-.365
Employees’ Turnover Intention									
ETI 1	-.135	-.934	-.017	-.058	ETI 1	.167	.785	-.662	-1.552
ETI 2	.090	.621	-.093	-.323	ETI 2	-.065	-.303	.949	2.224
ETI 3	.061	.420	-.120	-.414	ETI 3	.317	1.485	-.483	-1.133
ETI 4	-.099	-.683	-.154	-.533	ETI 4	-.085	-.401	-.759	-1.779
ETI 5	-.140	-.969	.060	.207	ETI 5	.171	.802	-.106	-.249
Multi-variate			41.923	13.996	Multi-variate			3.467	.784

Descriptive Statistics

Table 3 provides a gender-disaggregated statistical breakdown for two constructs: Leader's Emotional Intelligence (LEI) and Employee's Turnover Intention (ETI), within a given sample. The statistics show that male respondents attributed higher emotional intelligence to leaders across the LEI items, indicated by the mean (M) values, which are consistently higher for males than for females. However, the standard deviation (SD) values, which measure the variability of responses, are relatively similar for both genders. Regarding turnover intentions, males exhibit lower mean values on the ETI items, suggesting they have less intention to leave their jobs compared to females, though once again, the standard deviations do not significantly diverge. Overall, the findings revealed that mean and SD for the Male and Female Models and items were accepted, this data could suggest that perceptions of a leader's emotional intelligence and its influence on turnover intentions may differ between genders, an important factor to consider in organizational dynamics and leadership development.

Model Fit

Table 4 presents the model fit indices for a structural equation model, showing separate fit statistics for male and female groups, as well as the combined value for both males and females. The indices included are the Chi-Square to degrees of freedom ratio (χ^2/df), the Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA), the Goodness of Fit Index (GFI), and the Tucker-Lewis Index (TLI). The χ^2/df values for both males and females are 2.882, well below the recommended threshold of 5.00, suggesting a good fit. The CFI values are identical for males and females (0.909), surpassing the recommended value of 0.90, indicating a good fit to the data. The RMSEA for both genders is 0.067, again under the recommended maximum of 0.080, which points to a good model fit. The GFI for both is at 0.851, which is above the recommended 0.80, and the TLI is 0.892 for both groups, which is just above the recommended threshold of 0.80. For the combined male and female group, the χ^2/df increases slightly to 3.413 but still indicates an acceptable fit. The CFI increases marginally to 0.911, and the RMSEA improves to 0.054, both suggesting a strong overall model fit. The GFI goes up to 0.867, and the TLI increases to 0.895, both indicative of a good fit for the combined data. Overall, the model displays a strong fit across all indices for both individual gender groups and the combined group, suggesting that the theoretical model is well-represented by the observed data for both genders, allowing for a gender-inclusive understanding of how an LEI might impact employees' turnover intentions.

Hypothesis Test

Table 5 and figures 2, 3 and 4 below present the results of hypothesis testing for the relationship between an LEI and employees' turnover intentions. The results support the hypothesis (H1) that an LEI

Table 3 Descriptive Statistics

Male Model Result				Female Model Result			
Items	N	Mean	SD	Items	N	Mean	SD
Leader's Emotional Intelligence (LEI)							
LEI 1	288	4.48	1.112	LEI 1	132	4.41	1.296
LEI 2	288	4.67	1.058	LEI 2	132	4.54	1.101
LEI 3	288	4.74	1.030	LEI 3	132	4.68	1.093
LEI 4	288	4.87	1.075	LEI 4	132	5.02	1.115
LEI 5	288	5.06	1.081	LEI 5	132	5.08	1.082
LEI 6	288	5.07	1.136	LEI 6	132	5.20	1.101
LEI 7	288	5.20	1.061	LEI 7	132	5.19	1.106
LEI 8	288	5.31	1.009	LEI 8	132	5.30	1.145
LEI 9	288	4.92	1.192	LEI 9	132	5.42	1.320
LEI 10	288	4.55	1.157	LEI 10	132	4.83	1.180
LEI 11	288	4.72	1.078	LEI 11	132	4.98	1.101
LEI 12	288	4.87	1.064	LEI 12	132	5.06	1.083
Employees' Turnover Intention							
ETI 1	288	5.48	1.043	ETI 1	132	5.45	1.093
ETI 2	288	4.99	1.019	ETI 2	132	5.07	.967
ETI 3	288	5.74	1.072	ETI 3	132	5.63	1.022
ETI 4	288	5.94	1.084	ETI 4	132	6.02	1.098
ETI 5	288	5.33	1.032	ETI 5	132	5.44	1.127
Valid N (listwise)	288			Valid N (listwise)	132		

Table 4 Model Fit

Model Fit Indices	Male Value	Female Value	Male & Female	Recommended Value
χ^2/df	2.882	2.882	3.413	< 5.00
CFI	0.909	0.909	0.911	> 0.90
RMSEA	0.067	0.067	.054	< 0.080
GFI	0.851	0.851	0.867	> 0.80
TLI	0.892	0.892	0.895	> 0.80

Table 5. Hypothesis Test

Effect/Hypotheses	β	S.E.	C.R.	P	R 2	Results
LEI Turnover	.491	.057	8.623	***	0.24	Supported
Male LEI Turnover	.438	.065	6.731	***	.21	Supported
Female LEI Turnover	.586	.115	5.100	***	0.28	Supported

is negatively related to turnover intentions. The standardized coefficients (β) show the strength and direction of the relationships. For the overall effect, a β of .491 indicates a moderate negative relationship between an LEI and turnover, with a substantial Critical Ratio (C.R.) of 8.623 and a significant p-value ($p < .001$), suggesting that as an LEI increases, turnover intentions decrease. Moreover, the results support both H2a and H2b, suggesting that gender moderates the relationship between an LEI and the employees' turnover intention. For H2a, the data show that for males, there is a significant relationship between an LEI and turnover with a β of .438, which indicates a negative relationship. This means that as LEI increases, turnover intentions decrease among male employees, and the significance of this relationship suggests that the male gender can be seen as a moderating factor. For H2b, the relationship is even stronger for females, with a higher β value of .586, indicating that the effect of an LEI on turnover intention is more pronounced in the female subgroup of the sample. This also supports the notion of gender as a moderating factor, specifically showing that females may be more sensitive to the levels of an LEI when it comes to their intentions to stay or leave their jobs. Both H2a and H2b suggest that while an LEI has a general negative effect on turnover intentions (as seen in the overall supported H1), the strength of this effect is moderated by gender, with a notable difference in the magnitude of the relationship between male and female employees. The Critical Ratio (C.R.) and p-values for both subgroups indicate that these results are statistically significant. Moreover, the differences in R^2 values between gen-

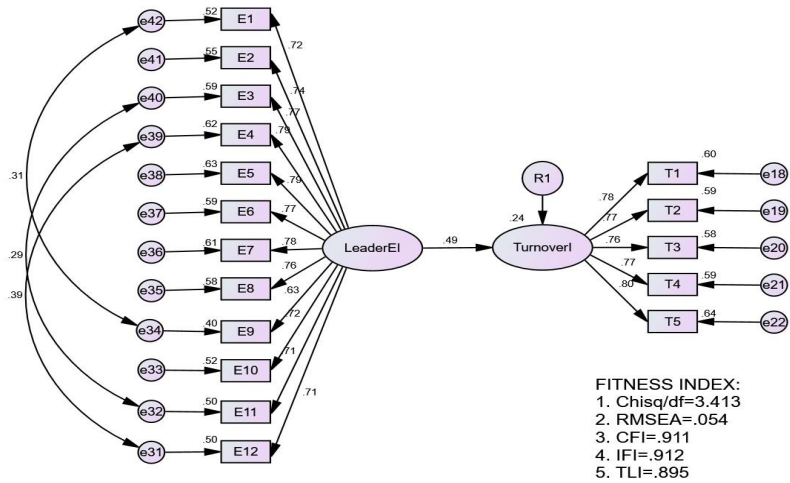


Figure 2. Latent Variable Regression Path Model

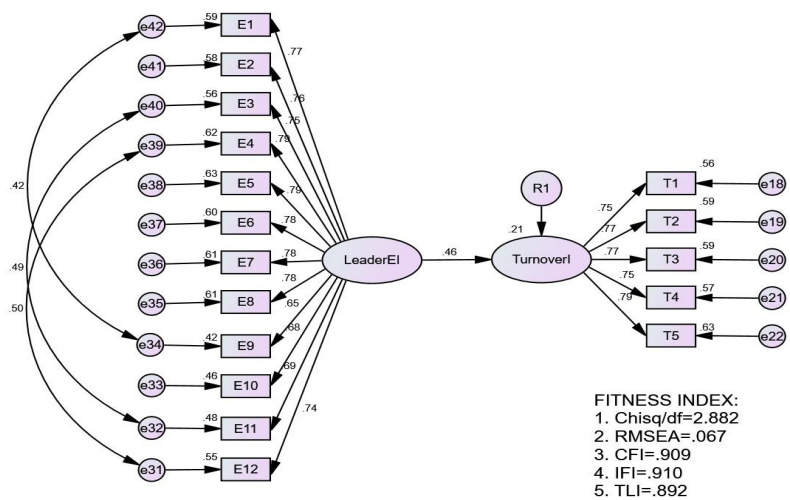


Figure 3. Latent Variable Regression Path Model for Males

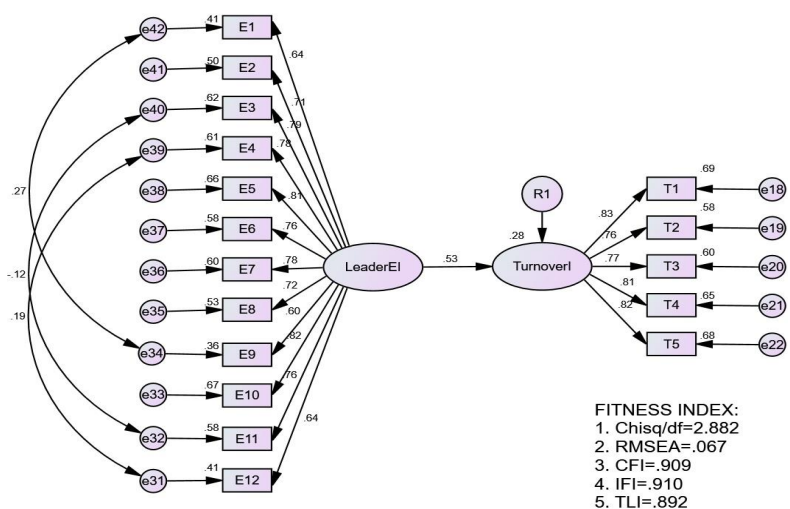


Figure 4. Latent Variable Regression Path Model for Females

Moreover, the differences in R^2 values between gen-

ders (.21 for males and .28 for females) further substantiate the moderation effect of gender, as it implies a variation in the proportion of variance in turnover intentions explained by an LEI between males and females.

Discussion & Conclusions

This research aimed to empirically delve into the relationship between a manager's emotional intelligence and employees' turnover intention while highlighting the potential influence of gender. Consistent with earlier studies, which indicated that emotional intelligence can curb turnover intentions (Yaseen, 2020; Thier, 2019; Hosain, 2018; Karatepe & Karatepe, 2009), the findings further corroborate this link in the context of the JIS. The results suggest that the JIS employees are less likely to consider leaving, and their allegiance to the organization increases when led by emotionally intelligent managers. To the author's understanding, there is a research gap concerning the impact of managerial emotional intelligence on employees' propensity to exit within the JIS. The findings, which indicate a negative association between perceived LEI and reduced turnover intentions, align with Coetzee and Pauw's (2013) results. While, Liu & Liu, (2010) have underscored the pivotal role of managers in influencing employees' contentment, they posited that interactions with immediate supervisors significantly determine job satisfaction and retention. Tying this idea with emotional intelligence, Azim et al. (2020) observed that high emotional intelligence in managers reduces employees' leaving due to job roles. Conversely, when managers exhibit diminished emotional intelligence, it often translates to heightened employees' turnover, attributed to their diminished organizational commitment. Interestingly, the results indicate that an employee's gender has minimal impact on their dedication to the organization or their inclination to depart. However, managers can bolster their emotional intelligence by honing their social and emotional capacities. The data suggests that such improvements can cultivate a more positive organizational culture where employees feel valued and integrated, making them less prone to considering an exit. Hence, it's pivotal for leaders to understand and value the social and emotional dynamics of their employees. In summation, gender serves as a nuanced factor that can influence the relationship between a leader's emotional intelligence and the turnover inclinations of their team members. This is attributed to differences in emotional intelligence levels, leadership approaches, and the varied perceptions employees hold within organizations. Acknowledging these subtle nuances is vital for firms aiming to refine their leadership paradigms and curb employees' turnover. Delving deeper into this area of research could shed more light on the complexities of these interactions and their implications for efficacious leadership and retaining top talent.

The motivation behind this paper stemmed from the observation that existing research had not thoroughly investigated the combined effects of emotional intelligence and gender on job turnover intentions. This study delved into the influence of employees' perceptions of their managers' emotional intelligence on their propensity to leave, with a special focus on the JIS. After meticulously gathering and examining the data, key insights emerged. One primary conclusion drawn was that there exists an inverse relationship between the perceived emotional intelligence of managers and the turnover intentions of the JIS employees. Furthermore, it became evident that high employees' turnover significantly affects the JIS, resulting in potential challenges like increased recruitment costs, dips in productivity, and a decline in morale among the remaining staff. Such insights resonate with previously published works. For instance, Reukauf (2018) emphasized the financial implications that organizations bear due to employees' turnover and also linked the inclination of employees to depart to the calibre of services they receive.

Theoretical & Managerial Implications

The role of the JIS in bolstering the economy is paramount. This sector is instrumental in the holistic growth of various domains, including the human, social, and economic sectors. The advent of such enterprises in Jordan presents a conducive backdrop for entrepreneurial triumphs. In the contemporary global

business arena characterized by fierce competition, the JIS sector plays a leading role in stimulating job creation and acting as a crucible for innovation and entrepreneurship. In economically turbulent times, like downturns, the JIS must cultivate traits such as innovativeness, flexibility, and adaptability. However, a conspicuous gap exists in research related to the JIS, especially when contrasted with studies dedicated to other sectors, with a specific deficit in the Jordanian and Middle Eastern context. Among the limited studies that touch upon the JIS, none have employed the framework presented in this paper. This study, therefore, stands out as a significant addition to the academic realm, offering a fresh perspective by integrating emotional intelligence, gender, and employees' turnover in the JIS milieu - an area that has largely been untouched. Despite the extensive global discourse around the JIS and emotional intelligence, there's a scarcity of research focusing on the interplay between emotional intelligence and its bearing on turnover within the JIS in the Middle East. This research aspires to bridge these lacunae, although it's evident that further investigations are necessary to gain a nuanced understanding of the interplay between managers' emotional intelligence, gender, and turnover tendencies. Beyond its theoretical ramifications, this research promises practical insights valuable to the industry, especially concerning the JIS. By shedding light on the intricate dynamics governing manager-employees' interactions within the JIS framework, it's anticipated to equip managers with deeper insights into the conditions fostering lower employees' turnover intentions. Furthermore, it underscores the pivotal role managers' emotional intelligence plays in fostering a conducive workplace environment, thereby amplifying organizational efficacy and output. From a managerial standpoint, leaders need to be cognizant of the profound relationship between emotional intelligence, gender nuances, and overall staff retention.

Limitations and Future Research

There were several procedural limitations faced while undertaking the research, which may have limited the quality of the results. Reflection on the process suggests that the Limited Scope of Turnover is a notable limitation, which means that the study exclusively focused on voluntary turnover and did not consider involuntary turnover. This narrow scope may not fully capture the complexities of turnover dynamics within the JIS. Future research should consider both voluntary and involuntary turnover to provide a more comprehensive understanding. Another limitation is the Common Method Bias, where data collection in this study relied heavily on self-reporting, which opens the possibility of common method bias, which means that participants may respond in a way they perceive as socially desirable. Future studies should consider using a variety of data collection methods to mitigate this potential bias, such as observations, interviews, or objective performance measures. A third limitation is the Limited Variables Examined, whereby this research specifically investigated the moderating role of gender and emotional intelligence in employees' turnover intentions. Future studies could explore additional variables and their associations, such as the overall organizational commitment and citizenship behavior, to provide a more comprehensive view of the factors influencing turnover. The fourth limitation is the Mixed-Methods Approach. Given the complexity of turnover dynamics in this context, future studies are recommended to adopt a mixed-methods approach. This would allow for a deeper exploration of the intersection between employees' turnover and various social factors, including culture, gender, communication patterns, and social class. For future research, it would be valuable to compare managers' self-perceptions of their emotional intelligence with employees' perceptions and examine how any disparities impact turnover. Furthermore, the model applied in this research could be adapted and tested in other contexts characterized by distinct roles for employees and managers, offering opportunities for further exploration and application. In conclusion, while this research has made a valuable contribution to the knowledge base by highlighting the significance of emotional intelligence and turnover intention within the JIS in the Middle East, it also acknowledges its limitations and suggests areas for future research. By addressing these limitations and expanding the scope of inquiry, future studies can provide a more comprehensive and nuanced understanding of the complex dynamics at play in the context of employees' turnover in the JIS and its intersection with various social and organizational factors.

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