

## Emotionally Intelligent Employees' Work Outcomes: The Mediating Role of Organizational Commitment

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### **Abstract**

The present study examines the effect of emotional intelligence on turnover intention and organizational indifference, noting the mediating role of organizational commitment. The current model of the study is considered one of the first attempts in examining these variables in the tourism industry. The structural equation modeling has been used to analyze the sample consisting of hotel department managers who have direct contact with the customers. According to the research results, emotional intelligence and organizational commitment decrease turnover intention and organizational indifference of the hotel department managers. In addition, emotional intelligence has been positively associated with the employees' organizational commitment. Finally, it has been found that organizational commitment mediates the effect of emotional intelligence on turnover intention and organizational indifference. Managers at the hotels should have the high emotional intelligence to establish empathy and perseverance to avoid being indifferent. In order to do this, hotel managers' commitment should be increased to perceive their job as their own.

### **Keywords:**

emotional intelligence, organizational commitment, organizational indifference, turnover intention

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## INTRODUCTION

The twenty-first century brings plenty of improvements and requirements that carry the organizations among the most reputable, respected, or innovative ones. In other words, to maintain competitiveness, intangible assets (Gambetti et al., 2017) like employees' motivation or eagerness to support the organization have been accepted as an excellent source for all kinds of organizations that provide products or services. Tourism, which is considered as the second largest industry in the world (United Nations World Tourism Organization, 2018), is a vital income and employment domain in terms of global economic growth and competitiveness of the countries despite the regional differences (Dogru et al., 2021). It is an essential economic indicator that the world's total workforce employment was 9.9 % in 2017 (TUROFED, 2019). This ratio was 8.7 % in Turkey in 2019 (TURSAB, 2020).

There is a high employment ratio in the tourism industry regarding the total employment in the world and Turkey. This considerable amount of employment fluctuations causes high turnover ratios. It has been stated that this high ratio is the expected result of the seasonal working system in the tourism industry (Nukhu & Singh, 2020). It is known that the turnover ratio is high in the Turkish tourism industry, which is also a valid and common situation in the hospitality industry in general (Guchait et al., 2015).

Many academicians, conducting studies in the field of tourism, have been highlighting the importance and considering the high rate of turnover in the tourism industry as a worrying problem that needs to be searched well to be able to understand the reasons and consequences for managers and organizations (Rasheed et al., 2020). It has been stated in several studies that the reasons such as job security, earnings, organizational loyalty, organizational enthusiasm, job stimulation, irregular working hours, work-family conflict, job-stress of the employees increase turnover intention (TI) directly or indirectly (Sok et al., 2013; Mohsin et al., 2015). The poor quality of the service as compared to specific standards, decrease in customer satisfaction, loss of skilled human resources, increase in costs in new recruitment processes, wasting time and effort are among the essential effects of the TI in the tourism industry (Kim et al., 2015).

Another critical problem for organizations is the indifference of the employees. Organizational indifference (OI) is defined as a lack of feelings or interests, and there is no emotional involvement in the environment (Klenosky et al., 2015). This mostly invisible and epidemic situation still maintains its importance and seems challenging to identify the reasons (Torkzadeh, 2016). Since this phenomenon has many antecedents and consequences, indifference may also be thought of as in the connections of close relationships like families or partners. There is a long-term silence among the individuals, as in estrangement (Agllias, 2013), defined as loss of affection in the other members or emotional cutoff or simply emotional distancing (Agllias, 2015). Everyone may think that everything is good. However, this silence hides all the possible problems and naturally postpones the solutions.

Another example of indifference may be given, as in the fossilized mistakes while learning a new language (Nozadze, 2012). Errors become permanent habits without the punctual and required corrections. Considering all these metaphoric expressions, the indifferent state of the employees has been considered vital for the organizations. This is the case that the employees lose their enthusiasm at work and become silent or isolated by having these non-reactive emotions (Abolfazli et al., 2016). In addition, indifference is one of the adverse outcomes of the working conditions (Nwosu & Ward, 2016) and employees' reactions (Mura et al., 2016) towards the changes in the organizations. It has also been considered among the properties of disengaged or depersonalized during the work performances in the tourism organizations (Suhartanto et al., 2018). In order to decrease OI and TI, which have been found out as the adverse organizational outcomes of the current study, emotional intelligence (EI) (Mollaabbasi et al., 2013; Ahmadi & Rafiee, 2015) and organizational commitment (OC) (Guzeller & Celiker, 2019; Meimand et al., 2012) have been stated as the strategically essential variables.

Global changes cause dramatic differences globally, making the organizations try hard to survive within the competitive business world. However, coping with these changes can be possible by evolving with innovative approaches that play an essential role in the organizations' success (Rajapathirana and Hui, 2018). Innovative perspectives of the organizations highlight the importance of organizational success, which is also supported by the employees (Paterson et al., 2014). Specifically, the desired workplace in the organizations may be obtained by having employees with commitment as they tend to devote higher efforts to work (Garg, 2018) because they feel like part of the system based on connected action (Putra et al., 2020). As this current study adopts Meyer and Allen's (1991) definition, thus with the emergence of perception of this connection, a psychological state which is called "commitment" has been characterized as the employee's relationship with the organization, and indications for the decision to continue membership in the organization.

Besides, the role of the management types in the organizations has been pointed out the importance of participative management, which increases the degree of "we" feeling while providing the individuals understand each other (Argiris, 1955). However, the new century also brings practical solutions to the endless problems by using these psychological states like keeping the employees committed (Putra et al., 2020), an emotionally intelligent workforce, and establishing supportive projects in the organizations (Rezvani and Khosravi, 2019). EI (Di Fabio & Saklofske, 2014), TI (Takawira et al., 2014), OI (Raeichi, 2010), and OC (Griffin et al., 1986) are among the most essential psychological variables that neglecting these might have devastating consequences for all kinds of organizations (Salajeghe & Tanabandeh, 2016). Specifically, employees with indifference must be considered the main problem on the list since it may spread invisibly and contagiously.

People high in EI have lower absenteeism from work, better psychological health, higher commitment to the organization, clearer role boundaries, higher levels of responsibility for the activities and work performance of direct reports, generally more satisfied at work,

more regularly seek support when coping with stressful situations at work (Sardo, 2004). Among the possible factors that facilitate the TI, employee commitment to the organization also plays a critical role (Brunetto et al., 2012).

This paper is organized as follows: the following part includes the relevant literature on EI effect on TI and OI, and the role of OC, which is developed based on the Affective Events Theory developed by Weiss and Cropanzano (1996), which is one of the theories of emotion in organizations. Theory suggests that affective states at work are key personality and organizational influences. Therefore, employees should feel connected to the organization that they work. Another theory behind the current study is the Reasoned Actions Theory, which implies turnover intention's cognitive process, which emerges in time but leaves the organization. In order to keep and increase the performance of the employees and the organization, OC is a crucial source to reduce TI (Long et al., 2012). According to Social Exchange Theory (Blau, 1964), strong bonds of the employees play an essential role in feeling fully committed towards the organization. When employees experience weaker bonds or cannot establish connections with the organization, they leave. In addition, according to the Attribution Theory, individuals may experience helplessness which leads to a general decrease for these individuals.

Although the job they are currently working provides support for being motivated or having high self-esteem, individuals may lose interest in their jobs. Thus they may feel indifferent towards all the aspects of the organization in time by the familiar work environment (Jiang and Chen, 2017). In this case, the Attitude Theory suggests that the employees' low motivation can be reinforced with positive behaviors or attitudes, thus reducing negative behaviors (Olson & Zanna, 1993). Indifference is one of the negative behaviors in the organization, and this feeling can decrease when positive emotions are experienced more in the organization. Organizational Orientations Theory highlights being indifferent in the organizations (Presthus, 1958). When employees do not care much about their organizations, it is impossible to interpret their behaviors and identify their problems within the organization. In other words, it is considered challenging whether the specific type of behavior of the employee should be understood positively or negatively. In order to prevent this kind of communication problem, employees' indifference should be reduced by increasing their commitment towards all the organizational aspects.

Considering the importance of the recruitment process well, it is also one of the crucial parts of the management, which includes the perception and control of the emotions of both employees and managers as most of them may experience weak or no emotional connection because of being the temporary workers in the tourism industry (Zhang and Frenkel, 2018). However, it has been stated that the individuals with high EI also have a high level of OC, and the level of commitment has a negative relationship with the TI (Saeed et al., 2014). According to the studies conducted to reveal this effect, it has been pointed out that OC plays a mediating role in the effect of EI on TI (Da Camara et al., 2015; Akhtar et al., 2017; Bryson, 2019; Zeidan, 2020).

Besides, the literature supports a negative relationship between OI and EI (Mollaabbasi et al., 2013; Ahmadi & Rafiee, 2015). As the essential sign of loyalty towards the organization has been called “commitment,” employees are expected to devote effort (Khan et al., 2014). This effort is obtained when the employees are emotionally intelligent, positively affecting OC (Asnawi et al., 2014). Consistent with previous research, individuals' commitments towards the organizations make them experience positive behaviors and emotions, which result in higher OC (Cesário and Chambel, 2017).

The study on the consequences of the EI conducted by Wen et al. (2019) is the starting point of the current study. In the study by Wen et al. (2019), it has been suggested that to comprehend better the role of EI, employees' attitudes and behaviors such as TI should be examined in hotel management. In line with this suggestion by Wen et al. (2019), it is considered and evaluated as a gap-filling part of the current study, highlighting the importance of investigating the effects of the emotional intelligence level of tourism sector managers on work outcomes. Besides, based on this gap, the purpose of the current study is to determine the effect of EI on TI and OI of the hotel managers and the mediating role of OC on this effect. This is the first holistic study to investigate the mediating role of OC in the effect of EI on TI and OI using the sample of managers in the tourism industry. Another contribution of the study lies in using the indifference term in a study conducted in a country in the influence of western culture since the term indifference is commonly used in the eastern culture (Iran). It is not primarily aimed at doing cross-cultural research; however, this may be one of the study's contributions. Regarding these contributions, it can be stated that the current study aims to examine the effect of emotional intelligence on turnover intention and organizational indifference, noting the mediating role of organizational commitment.

## **METHODS**

The data used in the study has been collected from the five-star hotels department managers in Antalya province, which is one of the most important tourism centers in Turkey. Antalya is the tourism region in Turkey with the most five-star hotels (407 hotels). The convenience sampling method has been used in the study, and the questionnaires with a piece of brief information and the online research link have been sent to 407 hotels by e-mail. The questionnaires, which have been considered appropriate with the research variables, have been asked to be filled out by the employees who work at the recreation, food and beverage, customer relations, and security departments that have direct contact with the customers 310 department managers from 116 hotels have filled out the questionnaire. Hence, 28.5% of the hotels have been reached. 25 questionnaires were not included in the analysis.

The analyses have been conducted with the data gathered from 285 questionnaires. According to the literature, the sample size must consist of at least 150 participants (Anderson & Gerbing, 1988); thus, the sample reached is said to have the adequacy to represent the universe. 60% of the department managers who participated in the research

are women, 40% are men, and the ages differ between 25 and 60 ( $M=35.83$  years,  $SD=6.93$ , 60.7% of the participants are married, 25.3% of them have a high school degree, 28.1% have a two-year degree, 36.8% have an undergraduate, and 9.8% have a graduate degree. The mean work experience of the participants is 11.45 ( $SD=7.24$ ) years (detail see in Table 1).

EI, OI, OC, and TI scales have been used to collect the study data. Each scale's items are rated on a 5-point Likert scale (1=strongly disagree to 5=strongly agree). A questionnaire has been implemented to gather some demographic information of the participants in this study as control variables. This information has been obtained on gender, age groups, marital status, and education level. It has been stated that these variables affect employees' work outcomes (Jackson et al., 1991; Riordan et al., 2003).

**Table 1. Sample characteristics (n=285)**

Characteristics	Frequency	Percentage%
<b>Gender</b>		
Male	171	60.0
Female	114	40.0
<b>Marital status</b>		
Married	173	60.7
Not married	112	39.3
<b>Age</b>		
M= 35,76 years (SD=6,99); Min.=20, Max.=60		
<b>Tenure</b>		
M= 11,45 years (SD=7,24); Min.=1, Max.=33		
<b>Education</b>		
High School	72	25.3
Vocational School	80	28.1
Bachelor's Degree	105	36.8
Graduate Degree (master or doctoral)	28	9.8

*Emotional intelligence.* EI was assessed using Wong and Law's scale (2002). Consisting of 16 items, the "WLEIS Emotional Intelligence Scale" was adapted into Turkish by Deniz (2011). The scale consists of four dimensions with four items each. Using this scale provided to measure four specific components of EI: (1) self-emotion appraisal (SEA) (e.g., "I can explain the emotions I feel to team members"; (2) others' emotion appraisal (OEA) (e.g., "I can read my fellow team members' true feelings, even if they try to hide them"); (3) use of emotion (UOE) (e.g., "When I am frustrated with fellow team members, I can overcome my frustration"); and (4) regulation of emotion (ROE) (e.g., "I can get my fellow team members to share my keenness for a project"). In this study, the sub-dimensions of the scales' Cronbach's alpha coefficients have been found .92, .91, .83, and .88, respectively. Cronbach's alpha of the total EI is .94.

*Organizational indifference.* To measure the OI levels “Organizational Indifference Scale,” developed by Fard et al. (2011), is used. Erhan et al. (2021) made the Turkish scale adaptation. The scale consists of 5 dimensions and 33 items. The dimensions of the scale are as follows: indifference to manager (IM) (10 items) (e.g., “Sometimes I want to postpone the manager's wishes”), indifference to the organization (IO) (6 items) (e.g., “Some days I do on my activities at office hours.”), indifference to the client (IC) (6 items) (e.g., “I may sometimes meet the clients with aggression”), indifference to colleagues (ICW) (4 items) (e.g., “I do not attend in group work eagerly”), and indifference to work (IW) (7 items) (e.g., “In my opinion, the work of the organization is worthless and useless”). The scale has been translated into Turkish, and construct validity and reliability have been tested. Reliability estimates (coefficient alphas) for the five dimensions were .85, .64, .64, .61 and .77. The instrument had a Cronbach's Alpha of  $\alpha = .92$ .

*Organizational Commitment.* Employees' perceptions of OC were measured with the affective commitment dimension of 6 items of the three-dimensional scale developed by Meyer and Allen (1993). The affective commitment dimension was used in the current study because affective commitment represents OC at a higher level (Mercurio, 2015), and OC was measured by the affective commitment dimension in the studies (Kwon et al., 2010; Park & Doo, 2020). The scale adapted into Turkish by Dağlı et al., (2018). One of the scale items is “I feel as if this organization's problems are my own .“The items are rated on a 5-Likert scale (“1: Strongly disagree” and “5: Strongly agree”). In the study of Dağlı et al., (2018), the reliability of affective commitment was .80.

*Turnover intention.* TI scale with three items developed by Wayne et al., (1997) and adapted into Turkish by Küçükusta (2007) has been used in the study (e.g., “I am seriously thinking about quitting my job .“The Cronbach's Alpha was  $\alpha = .91$ .

A two-phase structural equation modeling has been established to examine the mediator effect of OC on the effect of EI on the TI and OI. In the first phase, it has been aimed to identify the direct effect of the independent variable (EI) on the mediator and dependent variables. In the second phase, the effect of the mediator variable has been aimed to test when it has been added to the model (Cheung & Lau, 2008). To analyze the descriptive statistics, SPSS 26.0 program has been used. To identify the effects and mediatory role between variables, AMOS 24.0 has been used. The maximum-likelihood and bootstrap method with 5000 samples and 95% bias-corrected confidence interval methods have been used (Preacher & Hayes, 2008).

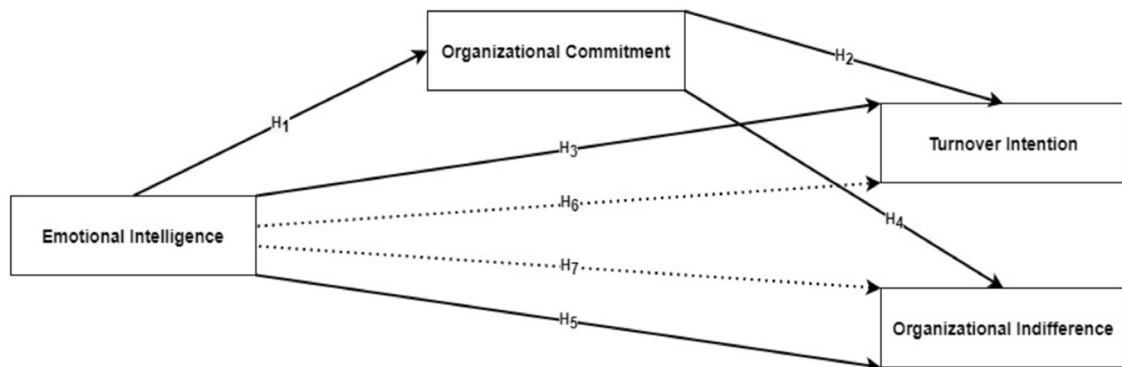
For the reliability and validity analyses, Cronbach's coefficient alpha ( $\alpha$ ), composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), average shared variance (ASV), and square root values of AVE were used (Hair et al., 2010). To examine the fit values of the model, chi-square divided by the degrees of freedom ( $\chi^2/df$ ), root-mean-square error of approximation (RMSEA), comparative fit index (CFI), normalized fit index (NFI), Tucker-Lewis index (TLI), standardized root-mean-square residual (SRMR) index values were considered (Hu & Bentler, 1999; Kline, 2011). The Structural Equation Model was tested considering the two-step approach of

Anderson and Gerbing (1988). According to this method, the measurement and structural models must be tested.

By examining the histogram graphics, extreme value analysis was done. Based on the Z-scores obtained by taking the standardized values of all items, the answers out of the range of  $\pm 3$  were deleted, and the series averages were assigned to replace the missing values in the whole data set. While doing this, if there are more than 5% missing values in a form, the forms are excluded from the analysis (Tabachnick & Fidell, 2013). Harman's Single Factor method is used for common method variance error (Podsakoff et al., 2003). All items are associated with a single latent variable. Fit values of the single factor model are not within acceptable range ( $\chi^2/df:3,754$ ;  $p < .001$ ; CFI:.69; NFI:.62; TLI:.67; SRMR:.159; RMSEA:.098). Single-factor explanatory was calculated as 23.96%. When the explained variance is below 50%, it is evaluated as there is no common method variance error. For the normality assumption, each item's Skewness and Kurtosis values were examined. It was observed that the Skewness values ranged from  $-0.878$  to  $+1.462$ , while the Kurtosis values varied between  $-1.186$  and  $+1.334$ . These values are between  $\pm 1.5$ , indicating that the data are normally distributed (Tabachnick & Fidell, 2013).

Figure 1 shows the theoretical model that indicates the effect of emotional intelligence, the independent variable, on the dependent variables, turnover intention, and organizational indifference through organizational commitment.

Figure 1. Theoretical Model



## RESULT AND DISCUSSIONS

### Measurement Model

EI was included in the analysis in the second order. The whole of the indifference to the customer dimension of the OI scale with a factor load of less than .32, four items from the indifference dimension to the manager, 1 item from the indifference dimension to the organization, four items from the indifference dimension to work, 1 item from the indifference dimension to colleagues, two items from the emotional commitment dimension were excluded. The comparison of the goodness of fit values



of alternative models related to the measurement model was given in Table 2. As a result of the test, the goodness of fit values of the 7-factor measurement model ( $\chi^2/df$ : 1.536;  $p < .001$ ; CFI: .94; NFI: .92; TLI: .94; SRMR: .056; RMSEA: .043) These values (Table 2) showed that the measurement model provided excellent goodness of fit values (Jöreskog & Sörbom, 1993).

**Table 2. Comparison of measurement models**

Model	$\chi^2$	df	$\chi^2/df$	$\Delta\chi^2$	CFI	NFI	TLI	SRMR	RMSEA
7-factor (EI, OC, IM, IO, ICW, IW, TI)	1093,620	712	1,536	---	.94	.92	.94	.056	.043
6-factor (EI, OC, IM, IO, ICW, IW+TI)	1379,122	718	1,921	285,502***	.90	.89	.89	.094	.057
5-factor (EI, OC, IM, IO, ICW+IW+TI)	1697,785	723	2,348	604,165***	.85	.76	.84	.077	.069
4-factor (EI, OC, IM, IO+ICW+IW+TI)	1732,161	727	2,383	638,541***	.85	.76	.83	.081	.070
3-factor (EI, OC, IM+IO+ICW+IW+TI)	1925,284	730	2,637	831,664***	.82	.74	.81	.083	.076
2-factor (EI, OC+IM+IO+ICW+IW+TI)	2349,942	732	3,210	1256,322***	.75	.68	.74	.091	.088
1-factor (EI+OC+IM+IO+ICW+IW+TI)	2751,810	733	3,754	1658,190***	.69	.62	.67	.159	.098

Notes: \*\*\* $p < .001$ ; EI, emotional intelligence; OC, organizational commitment; IM, indifference to manager; IO, indifference to the organization; ICW, indifference to a co-worker; IW, indifference to work; TI, turnover intention.

Convergent and divergent validity analyses of the measurement tool were performed by calculating CR, AVE, MSV, and ASV values. Table 3 shows the values regarding the structure validity and reliability of the scales used in the research. In addition, skewness and kurtosis values were included in the normality test results for variables. Two of the scales used were multidimensional structures (EI and OI). Since Wong and Law (2002) stated that the second level of the EI scale had better goodness of fit results, the second-level structure of the scale was used in this study. However, the first-level scale structure was used since the researchers did not suggest the OI scale.

As seen in Table 3, it was found that CR values were more significant than .70, AVE values were more outstanding than .50, MSV values were smaller than AVE values, and ASV values were smaller than MSV values. However, it was understood that the square roots of the AVE values were smaller than the correlation coefficient of each variable. According to these results, it can be said that the scales had convergent and divergent validity (Hair et al., 2010; Fornell & Larcker, 1981). In addition, the internal consistency coefficients ( $\alpha$ ) of the scales showed that the scales were reliable (Cronbach, 1951).

**Table 3. Reliability, validity, and normality analysis of study scales**

Variable	Item	Factor Loading	$\alpha$	CR	AVE	MSV	ASV	Skewness	Kurtosis
EI	SEA	.77	.94	.91	.73	.05	.04	-.630	.337
	OEA	.88							
	UOE	.92							
	ROE	.84							
OC	OC2	.45	.81	.83	.57	.26	.03	-.334	-.446
	OC3	.75							
	OC4	.91							
	OC5	.82							
IM	IM1	.65	.85	.86	.59	.33	.18	.960	.418
	IM2	.81							
	IM3	.83							
	IM4	.88							
	IM5	.60							
	IM9	.50							
IO	IO2	.78	.69	.86	.55	.38	.14	.402	-.507
	IO3	.71							
	IO4	.69							
	IO5	.78							
	IO6	.73							
ICW	ICW2	.81	.64	.83	.61	.35	.13	.538	-.420
	ICW3	.78							
	ICW4	.76							
IW	IW2	.88	.64	.82	.60	.38	.19	.276	-.723
	IW3	.75							
	IW5	.69							
TI	TI1	.87	.91	.91	.78	.26	.08	.578	-.564
	TI2	.83							
	TI3	.94							

It was found that there was a relationship between all study variables. In Table 4, the average values of the responses given to the scales used to measure the research variables vary between 1.80 and 3.63, and the standard deviations were between .66 and 1.19. Coefficients of relationships between variables ranged from -.191 to .616. If the coefficients were less than .85, it showed no multicollinearity problem (Fox, 1984).

**Table 4. Descriptives, correlations, and the square root of AVE**

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	1.40	.49												
2. Age	35.76	6.99	0.09											
3. Marital Status	1.47	.65	0.029	-0.093										
4. Tenure	11.44	7.24	0.019	.819**	-.121*									
5. Education	2.31	.96	.130*	-0.056	-0.008	0.028								
6. EI	3.63	.81	-0.094	-.184**	-0.044	-.189**	0.012	.854						
7. OC	3.42	.90	-0.012	0.003	-0.062	-0.032	-0.001	.200**	.755					
8. IM	2.04	.88	.173**	-0.065	0.114	-0.092	.130*	-.210**	-.238**	.768				
9. IO	1.86	.66	.219**	-0.044	.206**	-0.046	0.084	-.205**	-.191**	.572**	.741			
10. ICW	1.80	.72	.258**	0.011	0.111	-0.081	0.003	-.226**	-.199**	.558**	.574**	.781		
11. IW	1.89	.74	.148*	0.031	.222**	-0.046	0.029	-.200**	-.189**	.570**	.616**	.591**	.774	
12. TI	2.40	1.19	0.069	-0.016	0.054	0.042	0.113	-.208**	-.511**	.266**	.198**	.248**	.203**	.883

Notes: Values in bold are squared root average variance; \*p<.05, \*\*p < .01; SD, standard deviation

### Structural Model Analyses

This model was tested in two phases. In the first phase, the effects of EI on OC, IM, IO, ICW, IW, and TI were tested to follow the indirect change effects. In the second phase, a path was added to result in variables from OC to test OC's effect and mediation effect on outcome variables (IM, IO, ICW, IW, and TI). Since it was understood that the path coefficients of all direct and indirect effects in the model were statistically different from zero at 95% bootstrap confidence interval, it can be said that all paths are statistically significant. Results regarding the two phases of the structural model are given in Table 5.

As shown in Table 5, all of the direct effects tested in phase 1 were statistically significant. Consistent with our hypotheses, the effect of EI on OC (Phase 1:  $\beta=.19$ ,  $p<.05$ ; Phase 2:  $\beta=.17$ ,  $p<.05$ ) was positive and statistically significant. However, EI's effects on TI ( $\beta=-.20$ ,  $p<.05$ ), IM ( $\beta=-.25$ ,  $p<.05$ ), IO ( $\beta=-.25$ ,  $p=.001$ ), ICW ( $\beta=-.30$ ,  $p<.001$ ), IW ( $\beta=-.31$ ,  $p<.001$ ) were negative and statistically significant. In phase 2, the effect of the mediator variable on the dependent variables and indirect effects were examined. The mediator variable OC's effects on TI ( $\beta=-.55$ ,  $p<.001$ ), IM ( $\beta=-.21$ ,  $p<.05$ ), IO ( $\beta=-.18$ ,  $p<.05$ ), ICW ( $\beta=-.30$ ,  $p<.05$ ), IW ( $\beta=-.22$ ,  $p<.05$ ) were negative and statistically significant. In this case, all of the direct effects' hypotheses (H1, H2, H3, H4, H5) were supported.

The research model included indirect effects as well as direct effects. Accordingly, it was seen that OC played a mediating role in the effect of EI on TI ( $\beta=-.10$ ,  $p<.05$ ). Also, when OC was added to the model as a mediator variable, it was seen that the direct effect of EI on TI became statistically insignificant ( $\beta=-.09$ ,  $p=.16$ ). However, OC's mediating effects were significant in the effect of EI and IM ( $\beta=-.04$ ,  $p<.05$ ), IO ( $\beta=-.03$ ,  $p<.05$ ), ICW ( $\beta=-.03$ ,  $p<.05$ ), IC ( $\beta=-.04$ ,  $p<.05$ ). Thus, H6 and H7 hypotheses regarding the

mediating effect were also supported. After the statistically insignificant ways were excluded from the model, the goodness of fit of the outcome model was calculated as  $\chi^2/df:1,541$ ;  $p<.001$ ; CFI:.94; NFI:.92; TLI:.94; SRMR:.062; RMSEA:.044.

## Discussion

This study aims to determine the effect of EI on OI and TI and the role of OC in this effect. The findings of this study show that, in general, the fact that tourism industry managers' EI and their commitment to their organizations affects their TI and OI, which are among the challenging issues that should be coped with in terms of tourism businesses. The first result of the current study is that EI affects reducing TI and OI. These results support the results of previous studies on the effect of EI on TI (Mohammad et al., 2014; Wong & Law, 2002; Ahmadi and Rafiee, 2015; Mustapha et al., 2012; Yaseen, 2020) and OI. Affective Events Theory assumes that emotions affect organizational outcomes (Weiss & Cropanzano, 1996). The theory's assumptions also support the current study's results. It can be said that the EI of the managers and employees in the service industry, especially in the tourism industry, hurts TI and OI (Mollaabbasi et al., 2013; Ahmadi & Rafiee, 2015), which provides a significant strategic advantage for organizations. Besides, employees with a high level of EI tend to find new strategies in the work environment (Kafetsios & Zampetakis, 2008).

Depression, burnout, or pessimism may result from dissatisfaction with the available sources of the people. Most people are in the pursuit of having more and more. Thus, minor changes which add happiness to their lives become unimportant. With the help of EI, a lot more values and meanings can be found in understanding the self and others (Ogunola, 2019). EI increases participative, active, and successful employees (Aghdasi et al., 2011). TI has been a significant problem in both the product and service industries (Long et al., 2012). For this reason, it is essential to focus on the individual and organizational reasons which prevent the employees' turnover. Among these factors, the skill to understand the attitudes and behaviors of the individuals, recognize and comprehend the emotions play an essential role. This skill has been stated as EI (Hanib & Abdullah, 2020).

TI results from experiencing burnout in the workplace (Leung & Lee, 2006). Many researchers' studies have supported the same results that EI decreases TI (Trivellas et al., 2013; Mohammad et al., 2014; Lee & Woo, 2015; Park & Lee, 2015; Giao et al., 2020). According to the Affective Events Theory, the emotional events of the employees that they experience in the organization now or in the past affect the relationships, behaviors, and work outcomes (Weiss & Cropanzano, 1996). It is indicated that adverse events affect the employee's psychology more than positive events, and the negative effect is reflected in the employee behavior (Shin and Hur, 2020). In this context, the emergence of OI can be attributed to the Affective Events Theory.

EI of the individuals affects individual and organizational success. Individuals should be able to recognize their own emotions predict what kind of reactions they will show

towards the events or, in other words, what strategies they will set (Genç et al., 2016). The individuals equipped with these skills have high EI. Higher EI has been positively associated with higher job satisfaction (Wolfe & Kim, 2013; Nayak et al., 2020), higher job performance (Kim & Lee, 2017; Prentice, 2019), higher work engagement (Liu & Cho, 2018). Besides, EI has been negatively associated with individual and organizational work outcomes such as counterproductive behavior (Jung & Yoon, 2012), estrangement (Kaur & Singh, 2015), burnout, and job stress (Choi et al., 2019). The limited number of research results show that EI harms OI which is considered among the adverse work outcomes (Mollaabbasi et al., 2013; Ahmadi & Rafiee, 2015).

The second result is the negative effect of OC on TI. In the meta-analysis study conducted by Guzeller and Celiker (2019) regarding the effect of OC on TI, 13 papers published between 1997-2019 in which tourism industry employees were taken as a sample were examined and confirmed the negative relationship between OC and TI. The studies conducted after 2019, as in the current study results, revealed similar results: OC of tourism employees harms their TI (Bedi & Chamoli, 2020; DiPietro et al., 2020; Yan et al., 2021). However, according to the Reasoned Actions Theory, TI, which is a cognitive and planned process, is often the result of job dissatisfaction and negatively affects the performance of the employees and organizations (Long et al., 2012). It has been claimed that the contribution of the OC has been found essential to reduce the TI (Tett & Meyer, 1993). The studies conducted on OC and TI revealed a negative relationship between these two variables (Back et al., 2010).

Employees whom their managers especially appreciate have a high level of commitment. As a result, their level of innovation is high, and their TI is low (Eisenberger et al., 1990). Kim et al. (2005) also state that TI is an undesired employee behavior by the organizations, and the low level of OC of the employees will cause TI to emerge. The Social Exchange Theory has explained this relationship. According to the Social Exchange Theory, if values and norms are shared between the organization and employees, they establish relationships and develop mutual attitudes and behaviors (Wang & Hwang, 2012). Employees can continue to stay in the organization by establishing solid bonds, and they feel connected to the organization and work in line with the goals and objectives of the organization. When this connection becomes weaker, employees may think to leave the organization. In other words, when the employees' commitment is high, absenteeism and TI will be low (Blau & Boal, 1987). As in many industries, research results in the tourism industry reveal this relationship consistently (Guzeller & Celiker, 2019).

The third result of the study reveals that the existence of a negative relationship between OC and OI is similar to the findings of the previous studies. In Fard et al. (2011) study, a negative relationship was found between these two variables. In addition, although there is no study in tourism providing results that OC reduces turnover intention, there are other research findings, especially in the service industry (Mollaabbasi et al., 2013; Nasabi & Bastani, 2018; Andam & Taheri, 2020). This relationship also follows the Social Exchange Theory, which assumes that the relationship between the organization

and the employees is based on shared values and norms and will lead to the development of mutual behavior (Wang & Hwang, 2012). When evaluated in the context of Affective Events Theory and Attitude Theory, these results support the assumption that OC as a positive emotion reduces adverse work outcomes (Olson & Zanna, 1993).

The most crucial symptom of OI is the limited level of commitment to the organization. According to the OC approach of Meyer and Allen (1991), the increase or decrease in the level of commitment causes an increase or decrease in the level of performance (Alshammari et al., 2015). In the context of Attitude Theory, the emergence of positive feelings of employees in the organizational field causes an increase in positive behaviors and attitudes individually and organizationally and a decrease in negative behaviors (Olson & Zanna, 1993). High OC is considered among the positive emotions. Thus, it can be said that employees with a high level of commitment will have a low level of OI. The results of the studies provide evidence to this relationship that there has been found a negative effect between the OC and OI (Meimand et al., 2012; Mollaabbasi et al., 2013).

The fourth and essential result of the current study is that OC plays a mediating role. According to the social psychological perspective, it is stated that OC has an essential effect in guiding individuals' work behaviors through EI (Altman & Wohlwill, 2012; Akram et al., 2017). A high level of EI improves the work-related skills of employees, causing an increase in positive work behaviors and attitudes and a decrease in negatives (Salovey et al., 2009). The mediating role of OC shows that EI has a reinforcing effect on adverse work outcomes (TI and OI). Although there is no study addressing this effect in the tourism industry, the current study is similar to the results of a limited number of studies that the effect of EI with OC on employees' work outcomes in the service industry (Akram et al., 2017; Azim et al., 2020).

In this respect, the result of the current study, especially regarding its intermediary role, expands the existing theoretical background regarding the tourism industry. OC, an essential variable for organizations, has been affected by several individual and organizational factors. One of these factors is EI. EI affected innovation and product quality (Zhang et al., 2015; EI affected work outcomes such as job satisfaction and OC (Khalid et al., 2018). Having EI has been considered among the essential skills, especially for managers, and it has been stated that managers with this skill experience are in a positive mood (Bono et al., 2007). EI helps the emergence of positive emotions, which allow individuals to control and regulate the emotions of others and themselves. This skill increases positive work behaviors such as OC (Salovey & Mayer, 1990). It has been empirically indicated that EI positively affects OC (Batool et al., 2017; Khan et al., 2014; Güleriyüz et al., 2008; Navas & Vijayakumar, 2018; Mahanta & Goswami, 2020).

According to the Organizational Orientations Theory, being indifferent, which was defined as "not caring much about the organizations (Presthus, 1958), has been determined as one of the dimensions of organizational orientation (Stephen et al., 2019). It is difficult to interpret the positive or negative situations when the employees

are inactive and unwilling to communicate. In the study conducted by Zhang and Frenkel (2018), the overreactions of the employers have not created any change in their responses; besides, they have declared that they are not influenced, and they think these are routine of their work. Fard and Eslami (2010) have found a theoretical model that helps managers identify the elements and reduce OI using the Grounded Theory. Some of the indifference consequences of the model include reluctance, organizational disgust, avoidance of responsibility, readiness to leave the organization (Fard & Eslami, 2010).

Specifically, the managers must take indifferent employees seriously (Salahshouri & Tavakol, 2014), leading to mental departure and OC reduction (Salajeghe & Tanabandeh, 2016). Lack of mental and emotional involvement employees' ability to understand others and work with them effectively will be hindered (Basheer et al., 2019). Prior research has shown that EI is closely related to TI (Jeswani & Dave, 2012). The concept and theory of OC have gained considerable attention in the management discipline since it can be a powerful source of employee qualifications and performance (Razzaq et al., 2019). Based on the Affective Events Theory Weiss and Cropanzano (1996), which enhances the understanding of the employees' perceptions, OC mediates EI effect on TI and OI (Craig et al., 2013). Specifically, when the importance of the recruitment process is considered, it is also one of the crucial parts of the management, which includes the perception and control of the emotions of both employees and managers as most of them may experience weak or no emotional connection because of being the temporary workers in the tourism industry (Zhang & Frenkel, 2018).

However, it has been stated that the individuals with high EI also have a high level of OC, and the level of commitment has a negative relationship with the TI (Saeed et al., 2014). According to the studies conducted to reveal this effect, it has been pointed out that OC plays a mediating role in the effect of EI on TI (Da Camara et al., 2015; Akhtar et al., 2017; Bryson, 2019; Zeidan, 2020). Besides, the literature supports a negative relationship between OI and EI (Mollaabbasi et al., 2013; Ahmadi & Rafiee, 2015). As the basic sign of loyalty towards the organization has been called "commitment," employees are expected to devote effort (Khan et al., 2014).

This effort is obtained when the employees are emotionally intelligent, positively affecting OC (Asnawi et al., 2014). Consistent with previous research, individuals' commitments towards the organizations make them experience positive behaviors and emotions, resulting in higher OC (Cesário & Chambel, 2017). The current study also provides essential contributions to the field of hospitality industry theoretically by highlighting one of the most invisible problems, called "indifference." Besides, this study examines the commitment's mediator role and reveals the EI's relationship that enables employees to establish "empathy" towards other people (Humphrey, 2013).

Seven research hypotheses based on the principles of the theories mentioned previously were developed. According to the findings, seven of these hypotheses have been supported. Therefore, the study results confirm that employees with high EI experience low TI. Finally, the current study introduces a newly researched term, "indifference,"

mainly seen in all organizations, specifically the hospitality industry. In addition, this study is one of the first attempts that investigates the effects and relations using a scale which is primarily used in the Eastern culture, thus implementing the same scale in a country which is in the effect of the Western culture can be considered as the cultural contribution in the context of indifference.

The current study's findings also enable practical applications for the hospitality industry. Managers at the hotels should have high EI to establish empathy and perseverance to avoid being indifferent. In order to do this, hotel managers' commitment should be increased to perceive their job as their own. When the hotel managers approach their job with a highly committed perception, they can find this inspiring and try to perform better at their work. Thus, it is recommended that hotel managers have high EI to understand their clients, top managers, and colleagues with more profound empathy. By showing empathy to others, they will be focusing on the solutions to the existing problems instead of creating new ones related to their judgments towards the organization. However, highly committed managers should be noticed and rewarded appropriately. When the hotel managers fully understand what the clients want, they will do their best to meet their essential needs: feel at home. Based on the study's findings, emotionally intelligent employees experience less indifference. Thus, the hotel management should notice this estrangement before it is too small to infect the employees thoroughly. Thus, the critical point is to possess entirely motivated, devoted, and highly empathetic employees and managers in the organizations.

Depending on the level of EI, managers show less TI. When the managers do not intend to leave their jobs, the organizations do not need to look for other qualified, well-educated, and management experts for more extended periods of its sustainability. Besides, when organizations have managers with a high level of TI, it does not seem stable to establish an environment in which employees work with enthusiasm and care. Turnover is considered one of the challenges that organizations cope with, but this fast-changing workforce can be harmful to the organizations in the long run.

Qualified employees prefer to work in an organization appreciated, trusted, or respected by society; however, when turnover is high, the organization is on the top of the most appreciated list. Significantly, the high turnover ratio can be more dangerous in the tourism industry than the other industries regarding the income gained from tourism into the country. The nature of the tourism industry includes seasonal employment type, and this type of employment causes a lack of commitment because of a short period of work time. Due to the lack of commitment, employees experience the TI more often. Turnover should be lessened or prevented by finding constructive solutions to the employees' problems.

As unexpected global crises arise spontaneously, organizations are encountered with the risks of sustainable success more than in the past centuries. Understanding and finding solutions to the indifferent employees in the organizations have still been considered one of the major factors that trigger adverse work outcomes such as indifference or being



less committed. By understanding how OI factors are related to adverse work outcomes or feeling no commitment to the organization, employees' approach to perceive the workplace is one of the places which provides deeper connections rather than artificial and lack of meaning can cause OI. Establishing solid and meaningful bonds with the work is thought to increase commitment and reduce turnover intention. OI can be hindered by increasing the level of OC.

Finally, being a part of the organization and feel ownership towards the job may depend on how a person approaches the job. Since perceiving a job as a calling (Duffy et al., 2012) is one of the ways that result in positive work outcomes such as reduction of TI (Cardador et al., 2011), increase in commitment, or high life satisfaction, this should be bear in mind that employees somehow for some reasons will not be satisfied with the salary or bonus they earn (Dik & Duffy, 2009). This rapidly increased research on how people perceive their jobs may provide solutions to reduce being indifferent in the organizations.

## **CONCLUSION**

Tourism is an industry that has a high ratio of the turnover workforce. This situation is similar in Turkey as well as the world. Reducing this ratio is vital for organizations in controlling the labor cost and not being deprived of the contributions of qualified employees to the organization. OI, which has started to be studied recently, is a situation that affects organizations as much as the turnover ratio. Especially the indifference of managers to their jobs and thinking of leaving their jobs is an undesirable problem for organizations and needs to be dealt with. The study conducted on a sample of the hotel department managers focused on the role of OC's effects on the relationships between EI and TI/OI. Indifferent employees are regarded as the primary and increasing problem in most organizations. Eliminating the indifference problem among the employees in the organizations leads to motivation, high-quality cooperation, sympathy, and empathy. The OI, which is considered a destructive and obstacle factor in organizations, hinders to fulfill the organizational goals. Considering the emergence of indifference in the organizations, it has been found that employees involved with repetitive and boring jobs may be indifferent in time.

This study has several limitations. First, the data were collected from the managers of the five-star hotels, so for future research, data can be collected from the other employees rather than managers at the hotels. As mentioned earlier, all clients have the expectancy to feel at home, so most of the time to meet this particular kind of need includes all the staff effort at the hotel industry regardless of their level of responsibility. Another limitation can be considered about the scale used in the study. The scale to measure the indifference with its dimensions is implemented mainly in Iran. However, the scale can be used in different cultures and with different samples. Data collection, which is cross-sectional, can be considered the study's final limitation. Although the findings obtained from the current study are consistent with the theoretical arguments underlying the hypotheses, the study design cannot establish causality.

The current study focuses on the effects of emotional intelligence and organizational commitment on adverse work outcomes such as organizational indifference and turnover intention. The relationship between positive work outcomes, emotional intelligence, and organizational commitment can be investigated with a holistic model in the tourism sector. Another suggestion for future studies is related to the organizational indifference variable. It has been determined that there are not adequate quantitative studies conducted on the antecedents and consequences of organizational indifference. Thus, to understand the effects of indifference on the individual, work, and organization, it is recommended that qualitative studies be conducted in-depth.

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