

# The Effect of Ethical Leadership on Organizational Citizenship Behavior and Turnover Intention with Intrinsic Motivation as a Mediating Variable: A Study of Companies in the Trade and Services Sector

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## Abstract

This research aimed to investigate the influence of Ethical Leadership on Intrinsic Motivation, the influence of Ethical Leadership on Turnover Intention, the influence of Ethical Leadership on Organizational Citizenship Behavior, the impact of Intrinsic Motivation as a mediating variable on Turnover Intention, and the effect of Intrinsic Motivation as a mediating variable on Organizational Citizenship Behavior. Primary data for this study were collected directly through the completion of questionnaires from 243 employees. The data analysis method employed in this research was Partial Least Squares (PLS). The results indicate a strong connection between ethical leadership and both intrinsic motivation and organizational citizenship behavior, emphasizing the importance of ethical leadership practices within organizations. These practices, including ethical leadership training, fostering an organizational culture that encourages ethics, and applying ethical principles in decision-making, can significantly enhance intrinsic motivation and workplace behavior. Conversely, the study reveals that ethical leadership does not significantly influence turnover intention, suggesting that organizations should consider other factors affecting employees' intentions to leave their jobs, such as the work environment, career development, and work-life balance. While intrinsic motivation, when examined independently, may not directly impact organizational citizenship behavior, it plays a pivotal moderating role in influencing workplace behavior. Organizations are encouraged to explore additional factors that more directly shape organizational citizenship behavior, acknowledging the crucial role of intrinsic motivation in moderating these relationships.

**Keywords :** Ethical Leadership, Turnover Intention, Organizational Citizenship Behavior, and Intrinsic Motivation

## Introduction

Companies consistently aim to attract and employ a high-quality and competitive workforce to meet organizational needs, focusing not only on financial profit but also on broader goals, including employee satisfaction and success. The principle of reciprocity is central to the company-employee relationship, emphasizing that a supportive and ethical work environment from the company can lead to higher employee motivation, engagement, and commitment to the organization's objectives. Therefore, understanding the role of Ethical Leadership in promoting Intrinsic Motivation among employees is crucial for enhancing overall individual and organizational success. Efforts by companies to enhance employee well-being include providing job motivation and other factors. Moreover, companies encourage employees to take on additional roles beyond their core duties, often in the form of organizational citizenship behavior. Organizational citizenship behavior refers to voluntary actions performed by employees to maintain and enhance the social and psychological context that supports task performance. Organizational citizenship behavior involves voluntary actions without expecting direct rewards or formal recognition from the company. Even though it's not explicitly rewarded by formal recognition systems, Organizational citizenship behavior significantly

contributes to the overall effectiveness of the institution (Shareef Raad Abdulkareem & Atan Tarik, 2019). Recent research findings by (Hanaysha Jalal Rajeh et al., 2022) indicate a positive link between Organizational citizenship behavior and employee creativity. This research also establishes that ethical leadership has a positive influence on organizational citizenship behavior and employee creativity. In this context, it is emphasized that service-focused leadership has a significant impact on organizational citizenship behavior and employee creativity. Furthermore, the study reveals that organizational citizenship behavior plays a mediating role in the relationship between service-focused leadership, ethical leadership, and employee creativity. These findings align with previous research conducted by (Shareef Raad Abdulkareem & Atan Tarik, 2019), which suggests that ethical leadership has a positive impact on organizational citizenship behavior, although not statistically significant. In the context of retaining qualified and talented employees, factors such as job satisfaction, commitment, equity, and other variables need to be considered as they can contribute to changes in institutional attitudes.

However, there's no agreed-upon standard framework for this issue. Employee turnover rates worsen when changes occur within an organization. Some research focuses on models that predict whether employees will choose to stay or leave a company, as well as the factors influencing their decisions (Abugre James B., 2017). Many factors have been studied, such as work relationships and expected job performance. However, it's important to identify the factors that can reduce or control employees' decisions to leave the company for the long-term benefit of the institution. A recent study investigated the moderating role of perceived managerial support, job satisfaction, and employee turnover (Alkhateri Asma Saeed & Nusari Mohammed, 2018). Turnover Intention refers to an individual's intention to leave a company or their job. Both types of intentions have different meanings. Reducing the intention to change jobs can help a company reduce the costs of recruiting and training new employees, and reducing employee turnover can also help a profession retain much-needed staff. This benefits all parties, both the related institution and the profession as a whole.

Intention to change jobs (Turnover intention) refers to an employee's voluntary desire to leave an institution, which can affect the position and policies of the institution and influence employee productivity (Abdulraheem Issa et al., 2021). According to (Kuria Samson & Alice Peter Mwangi Wanderi Ondigi, 2012), there are internal and external factors that can cause turnover intentions. Internal factors that can trigger turnover intentions include job dissatisfaction, an unfavorable working environment, long working hours, minimum wages, and poor employee training programs.

On the other hand, external factors driving employee turnover intentions involve the country's economic conditions, better wages elsewhere, increased wages in other industries, local and regional economic conditions, and low unemployment rates. (Suprihati & Utami Wikan Budi, 2015) explained that turnover intentions can be caused by various factors, such as job satisfaction, conflict between work and personal life, the role of the human resources department, and talent management.

Ethical leadership, a term defined as a leader's behavior aligning with moral norms through their personal actions and interpersonal relationships (Amin Muslim et al., 2014), plays a pivotal role in organizational dynamics. These leaders not only enable employees to express their opinions and participate in decision-making but also actively listen to their thoughts and ideas, instilling a genuine sense of trust in the well-being, comfort, and professional development of their workforce (Gillet et al., 2018). Furthermore, they excel in fostering the internalization of ethical values among their followers (Zhang Zhen & Min Min, 2022), a crucial element of ethical leadership. This conceptual framework of ethical leadership's moral aspect is characterized by qualities such as integrity, reliability, and trust, which, in turn, leads to leaders taking responsibility for their decisions and actions. It also includes the implementation of effective incentive systems aimed at promoting ethical behavior while reducing unethical conduct within the organization. Moreover, ethical leadership is instrumental in maintaining employee discipline and curbing disruptive behavior, as suggested by recent research (Van Ha Nguyen et al., 2021). Recognizing the profound impact of ethical leadership on organizational culture and performance underscores the need for organizations to emphasize and cultivate this leadership style.

Motivation, a pivotal concept in organizational and behavioral psychology, is the driving force that propels individuals toward specific goals and objectives. It's the spark that ignites action and sustains efforts in the pursuit of desired outcomes. Motivation can be broadly categorized into intrinsic, arising from personal values and interests, and extrinsic, influenced by external factors. Intrinsic motivation, as highlighted in Shareef Raad Abdulkareem and Atan Tarik's 2019 research, is closely tied to job performance. It thrives on factors like task satisfaction, enjoyment, and genuine interest in the work. This type of motivation comprises an affective aspect, rooted in task satisfaction, and a cognitive component, driven by the pursuit of challenging tasks, as proposed by Deci and Ryan in 2012. Abdulkareem and Tarik's study further emphasizes intrinsic motivation as a potent mediator in the intricate web of relationships within the organizational context, particularly regarding ethical leadership, organizational citizenship behavior (OCB), and turnover intentions. Understanding and nurturing intrinsic motivation holds the key to enhancing job satisfaction, reducing turnover, and cultivating a culture of OCB in organizations.

Previous research on the relationships between ethical leadership, organizational citizenship behavior, and Turnover Intention has revealed several significant research gaps. Findings from prior studies have yielded varying and inconclusive insights regarding the relationship between ethical leadership and organizational citizenship behavior. While some studies have identified a significant and positive connection between these two variables, others have reported contradictory or statistically insignificant findings, highlighting the need for a more comprehensive and in-depth investigation. Similarly, the relationship between Ethical Leadership and turnover intention has not yet reached a well-established consensus, with mixed findings across existing studies. The connection between intrinsic motivation and organizational citizenship behavior is relatively well-established; however, further research has the potential to provide more profound and detailed insights. In contrast, the role of intrinsic motivation in reducing turnover intentions remains an area in need of deeper exploration. Additionally, the mediating function of organizational citizenship behavior in the relationship between Ethical Leadership and employee outcomes is an area that requires further investigation. Not all studies have examined this mediating effect, and the underlying mechanisms are not well understood. This provides ample room for further research and scholarly inquiry.

## **Literature Review**

Incorporating the critical aspect of leadership ethics, it is imperative for managers to possess a profound comprehension of the prerequisites for instigating organizational change (Lee and Hidayat, 2018). The psychological construct of Intrinsic Motivation delves into the extent to which individuals engage in activities primarily for the inherent satisfaction derived from the activities themselves, rather than being driven by extrinsic rewards (Deci et al., 2017). Notably, a study by Potipiroon & Ford (2017) revealed that intrinsic motivation serves as a positive moderator, enhancing the impact of ethical leadership on self-efficacy in a general context. Furthermore, empirical research by Mehta et al. (2003) emphasized that ethical leadership significantly and positively influences intrinsic motivation. Nevertheless, it is worth noting that a study conducted by Ali et al. (2020) presented findings that do not support the existence of a mediating relationship between Intrinsic Motivation and Ethical Leadership.

H1: Ethical Leadership Has a Positive Influence on Turnover Intention

Turnover intention refers to an individual's desire to leave their workplace, often triggered by pressure or dissatisfaction in specific situations. A positive relationship between leaders and employees is crucial for social harmony and maintaining a healthy work environment. Therefore, it is essential for leaders to exercise leadership cautiously and design strategies to influence employee attitudes and behaviors. In other words, turnover intention can be mitigated through motivation and the creation of a comfortable work environment (Shareef Raad Abdulkareem & Atan Tarik, 2019). Specifically, ethical leadership plays an indirect role in turnover intention between leaders and employees. The negative impact of ethical leadership may not be significant because other factors play a crucial role. Moreover, ethical leadership's behavior can strengthen this negative impact. Ethical leadership, through its willingness and ability, helps employees feel valued and motivated, thereby reducing their desire to leave the institution (Brown et al., 2022). Turnover intention is influenced by various factors, such as job characteristics, job satisfaction, social support, and others. Hence, ethical leadership has limited influence on turnover intention (Arserta & Jaelani, 2021).

H2: Ethical Leadership Has a Positive Influence on Turnover Intention

Leaders should cultivate ethical leadership styles and support workplace morality, enabling employees to contribute to decision-making processes and promote organizational citizenship behavior. Current employees expect ethical and personalized leadership. When led by ethical and servant leaders, there is a higher likelihood of increased organizational citizenship behavior among employees. Ethical leadership and servant leadership are essential factors in shaping employees' citizenship behavior. Highly educated employees are more likely to exhibit better organizational citizenship behavior, especially when led by ethical leadership. Therefore, leaders and managers should encourage ethical and servant leadership practices (Paramaiah et al., 2022). Ethical leadership can positively contribute to organizational citizenship behavior. Therefore, companies and organizations need to focus on the development of ethical leadership. Ethical leadership can foster prosocial behavior by demonstrating ethical values such as integrity, honesty, and fairness. Organizations may need to enhance their leaders' quality and provide ethical training. Incorporating ethical values into the recruitment process can also be a beneficial step. Ethical leaders can guide employees to behave as supportive citizens, ultimately bringing more benefits than losses to the company (Li et al., 2019).

H3: Ethical Leadership Has a Positive Influence on Organizational Citizenship Behavior

Intrinsically motivated employees tend to value their work, which enhances creativity and innovation in their tasks. This, in turn, improves their performance and reduces turnover intention (Andika, 2020). Intrinsic motivation enables employees to choose their motivational orientation based on their needs and adapt their behavior to their work environment (Shareef & Atan, 2019). Turnover intention is influenced by various factors, and self-efficacy might moderate the relationship between intrinsic motivation and turnover intention. Therefore, to enhance employee engagement, it is important to sustain their intrinsic motivation (Jun et al., 2020). Employees with high intrinsic motivation tend to exhibit high empathy, high prosocial behavior, and high social support. Intrinsic motivation plays a role in enhancing individual empathy and broadening our understanding of intrinsic motivation beyond personal achievement domains. Intrinsic motivation refers to an individual's inclination to enjoy their work, which minimizes the desire to leave their job (Sunyoung Oh, 2022).

H4: Intrinsic Motivation as a Mediating Variable Has a Positive Influence on Turnover Intention

Intrinsic motivation provided by leaders can enhance employee satisfaction with their needs and performance, contributing to organizational citizenship behavior. Intrinsic motivation plays a significant role in maintaining organizational citizenship behavior and can mediate the relationship between ethical leadership and organizational citizenship behavior. Employees intrinsically motivated by joy and curiosity tend to work harder with less fatigue and emotional discomfort, which leads to higher organizational citizenship behavior. Employees with high intrinsic motivation tend to perform better in organizational citizenship behavior. Motivated by intrinsic motivation, they are diligent, resilient, emotionally stable, and comfortable in their jobs (Abid et al., 2022).

H5: Intrinsic Motivation as a Mediating Variable Has a Positive Influence on Organizational Citizenship Behavior

## **Methodology**

This research was conducted in the Indonesian trade and services sector, focusing on a targeted sample of 243 employees chosen through purposive sampling. The study was rooted in a quantitative research methodology, with data analysis executed utilizing the Partial Least Square (PLS) analysis tool. The Likert scale, a recommended instrument by Sugiyono (2014), served as the primary means for quantifying responses. This methodological approach ensured a rigorous and systematic exploration of the research variables, contributing to a comprehensive comprehension of the intricate relationships and dynamics within the research context.

## **Results and Discussion**

### **Respondent Description**

The data in this study were obtained through questionnaires from respondents, distributed to YouTube viewers who had been more than 1 year, and used YouTube at least 3 times a week, and were not content creators.

Table 1. Respondent Demographics Data by Gender

Number	Demographics Criteria	Quantity	Percent (%)
1	Gender		
	Male	201	83
	Female	42	17
	Total	243	100

Table 2. Respondent Demographics Data by Age

Number	Demographics Criteria	Quantity	Percent (%)
2	20 – 25 years old	17	7
	26 – 30 years old	56	23
	31 – 35 years old	85	35
	36 – 40 years old	54	22
	41 – 45 years old	21	9
	46 – 50 years old	10	4
	Total	243	100

Table 3. Respondent Demographics Data by Marital Status

Number	Demographics Criteria	Quantity	Percent (%)
3	Married	207	85
	Single	36	15
	Total	243	100

Table 4. Respondent Demographics Data Based on the Last Educational Attainment

Number	Demographics Criteria	Quantity	Percent (%)
4	High school	28	11
	Diploma	58	24
	Associate degree	2	1
	Bachelor's degree	154	63
	Master's degree	1	1
	Total	243	100

Table 5. Respondent Demographics Data Based on Years of Work Experience

Number	Demographics Criteria	Quantity	Percent (%)
5	0 – 1 years	55	23
	1 – 2 years	78	32
	2 – 5 years	59	24
	≥ 5 years	51	21
	Total	243	100

Source: Processed secondary data, 2023

### Data Analysis Results

In this research, the Partial Least Square (PLS) technique is employed. The analysis comprises two stages of model testing and evaluation, namely the measurement model testing (outer model) and the structural model testing (inner model). Subsequently, after successfully completing both stages of model testing, the next step is to examine the hypotheses to assess the relationships between the independent variables and the dependent variables within the context of this study.

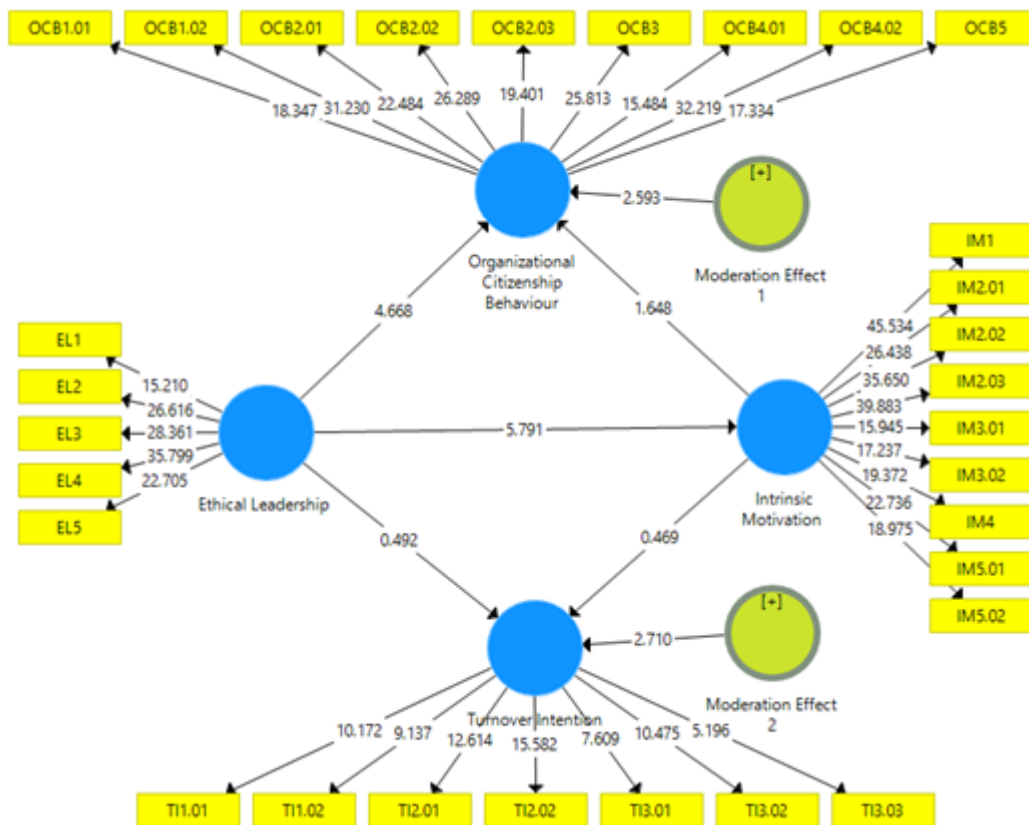


Figure 1. Results of the Overall Path Diagram

Based on Figure 1, which represents the hypothesis formulation, there are four hypotheses being tested, each indicating the relationship between independent and dependent variables. In this context, Figure 1 provides a visual overview of the Overall Path Diagram. This research elaborates on and explains each hypothesis in detail, providing the theoretical and conceptual foundations supporting each proposed relationship. The following section presents the results of the research analysis:

### Validity Test

#### 1. Convergent Validity

Table 6. Outer Loading Convergent Convergent Validity Test Results

Indicators	Outer loading	Parameter	Result
<b>Ethical Leadership</b>			
EL.1	0.796	$\geq 0.5$	Fulfilled
EL.2	0.863	$\geq 0.5$	Fulfilled
EL.3	0.868	$\geq 0.5$	Fulfilled
EL.4	0.897	$\geq 0.5$	Fulfilled
EL.5	0.843	$\geq 0.5$	Fulfilled
<b>Intrinsic Motivation</b>			
IM.1	0.867	$\geq 0.5$	Fulfilled
IM2.1	0.787	$\geq 0.5$	Fulfilled
IM2.2	0.831	$\geq 0.5$	Fulfilled

IM2.3	0.851	$\geq 0.5$	Fulfilled
IM3.1	0.724	$\geq 0.5$	Fulfilled
IM3.2	0.750	$\geq 0.5$	Fulfilled
IM4	0.738	$\geq 0.5$	Fulfilled
IM5.1	0.785	$\geq 0.5$	Fulfilled
IM5.2	0.717	$\geq 0.5$	Fulfilled
<b>Organizational Citizenship Behaviour</b>			
OCB1.1	0.815	$\geq 0.5$	Fulfilled
OCB1.2	0.887	$\geq 0.5$	Fulfilled
OCB2.1	0.844	$\geq 0.5$	Fulfilled
OCB2.2	0.866	$\geq 0.5$	Fulfilled
OCB2.3	0.825	$\geq 0.5$	Fulfilled
OCB3	0.841	$\geq 0.5$	Fulfilled
OCB4.1	0.768	$\geq 0.5$	Fulfilled
OCB4.2	0.899	$\geq 0.5$	Fulfilled
OCB5	0.798	$\geq 0.5$	Fulfilled
<b>Turnover Intention</b>			
TI1.1	0.786	$\geq 0.5$	Fulfilled
TI1.2	0.750	$\geq 0.5$	Fulfilled
TI2.1	0.851	$\geq 0.5$	Fulfilled
TI2.2	0.877	$\geq 0.5$	Fulfilled
TI3.1	0.820	$\geq 0.5$	Fulfilled
TI3.2	0.782	$\geq 0.5$	Fulfilled
TI3.3	0.711	$\geq 0.5$	Fulfilled

Source: Processed secondary data, 2023

Based on Table 6, it is evident that each indicator exhibits an outer loading value exceeding the threshold of 0.5. These results indicate that in the initial phase of convergent validity testing, all indicators for each variable meet the predetermined criteria. The subsequent process involves advanced-stage convergent validity testing with the requirement that the Average Variance Extracted (AVE) must reach a minimum of 0.5.

## 2. Average Variance Extracted

Table 7. Results of Convergent Validity Test of Average Variance Extracted (AVE)

Variables	AVE	Criteria	Result
Ethical Leadership	0.663	$\geq 0.5$	Fulfilled
Intrinsic Motivation	0.735	$\geq 0.5$	Fulfilled
Organizational Citizenship Behaviour	0.663	$\geq 0.5$	Fulfilled

Turnover Intention	0.717	$\geq 0.5$	Fulfilled
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Source: Processed secondary data, 2023

Based on table 7, it can be observed that the AVE values for each tested variable are greater than 0.5. Therefore, it can be concluded that all variables in this study are valid and meet the criteria for convergent validity.

Table 8. Discriminant Validity Test

Variables	Ethical Leadership	Intrinsic Motivation	Organizational Citizenship Behaviour	Turnover Intention
Ethical Leadership	0.854			
Intrinsic Motivation	0.482	0.785		
Organizational Citizenship Behaviour	0.828	0.506	0.839	
Turnover Intention	0.576	0.361	0.680	0.798

Source: Processed secondary data, 2023

The table 8, presents the results of the discriminant validity analysis using the Fornell-Larcker Criterion. Each variable's correlations with itself (diagonal elements) are higher than their correlations with other variables. This indicates that the validity test for this research model has been satisfied, establishing the validity of this research model.

### Reliability Test

Table 9. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Criteria	Result
Ethical Leadership	0.907	0.931	$\geq 0.7$	Fulfilled
Intrinsic Motivation	0.922	0.935	$\geq 0.7$	Fulfilled
Organizational Citizenship Behaviour	0.947	0.955	$\geq 0.7$	Fulfilled
Turnover Intention	0.904	0.924	$\geq 0.7$	Fulfilled

Source: Processed secondary data, 2023

Based on the table, it can be seen that the value of composite reliability and Cronbach's alpha for all variables is  $> 0.7$ . So, the five variables can be said to be reliable and feasible for further testing, namely testing the structural model (inner model).

### Evaluation of Model Structure (Inner Model)

After testing the measurement model (outer model) for each variable with its indicators, the next step is to test the structural model (inner model).

#### 1. Coefficient of Determination (R<sup>2</sup>)

Table 10. R Square Values (R<sup>2</sup>) from the Research Model

Construct	R Square	R Square Adjusted
Intrinsic Motivation	0.232	0.229
Organizational Citizenship Behaviour	0.726	0.722
Turnover Intention	0.427	0.419

Source: Processed secondary data, 2023



Based on Table 10, it was found that the R Square values for the Intrinsic Motivation variable were 0.232 (23.2%), for Turnover Intention it was 0.427 (42.7%), and for organizational citizenship behaviour it was 0.726 (72.6%). This indicates that the ethical leadership variable has a significant contribution to each dependent variable. The R Square value for the organizational citizenship behaviour variable exceeds 50%, indicating a strong level of relationship strength.

## 2. F Square Test

Table 11. F Square Values from the Research Model

Variables	Ethical Leadership	Intrinsic Motivation	Organizational Citizenship Behaviour	Turnover Intention
Ethical Leadership		0.303	0.280	0.004
Intrinsic Motivation			0.034	0.004
Organizational Citizenship Behaviour				
Turnover Intention				

Source: Processed secondary data, 2023

Table 11, influence of ethical leadership on intrinsic motivation and organizational citizenship behaviour is categorized as moderate ( $> 0.15$ ), while other variables have weak influence ( $< 0.15$ ). Moreover, intrinsic motivation does not significantly affect turnover intention, as its value is  $< 0.02$ .

## Hypothesis Test

Table 12. Results of Testing the SEM-PLS Hypothesis Model Analysis

Hypothesis	Original Sample	T Statistic	P Values	Conclusions
Ethical Leadership -> Intrinsic Motivation	0.482	5.792	0.000	Hypothesis accepted
Ethical Leadership -> Organizational Citizenship Behaviour	0.522	4.669	0.000	Hypothesis accepted
Ethical Leadership -> Turnover Intention	0.085	0.492	0.623	Hypothesis Rejected
Intrinsic Motivation -> Organizational Citizenship Behaviour	0.112	1.648	0.100	Hypothesis Rejected
Intrinsic Motivation -> Turnover Intention	0.057	0.469	0.640	Hypothesis Rejected
Moderation Effect 1 -> Organizational Citizenship Behaviour	-0.125	2.593	0.010	Hypothesis accepted
Moderation Effect 2_ -> Turnover Intention	- 0.231	2.710	0.007	Hypothesis accepted

Source: Processed secondary data, 2023

By looking at Table 12, it can be concluded that:

Based on the data presented in the table, the hypothesis testing results demonstrate a highly significant relationship between Ethical Leadership and Intrinsic Motivation. The T-statistic value is 5.792, which significantly exceeds the critical T-value, confirming strong statistical significance. The P-value is 0.000, well below the significance level ( $\alpha$ ) of 0.05, further validating the strong statistical significance of this relationship. Therefore, it can be concluded that the hypothesis stating "Ethical Leadership significantly influences Intrinsic Motivation" is accepted.

The results of the hypothesis testing indicate a highly significant relationship between ethical leadership and organizational citizenship behavior. The T-statistic value is 4.669, which significantly exceeds the critical T-

value, confirming strong statistical significance. The P-value is 0.000, far below the significance level ( $\alpha$ ) of 0.05, further confirming the strong statistical significance of the relationship. Therefore, it can be concluded that the hypothesis stating "ethical leadership has a significant influence on organizational citizenship behavior" is accepted.

The subsequent hypothesis indicates that there is no significant relationship between ethical leadership and turnover intention. The t-statistic value is 0.085, which is much smaller than the critical t-value of 1.96, indicating a lack of statistical significance in this relationship. The P-value is 0.623, which is higher than the significance level ( $\alpha$ ) of 0.05, confirming the lack of statistical significance in this relationship. Therefore, this result rejects the hypothesis that ethical leadership significantly influences the intention to leave the job. Therefore, this result rejects the hypothesis that ethical leadership significantly influences the intention to leave the job.

The next hypothesis indicates that there is no significant relationship between intrinsic motivation and organizational citizenship behavior. The t-statistic value is 1.648, which is lower than the critical t-value of 1.96, indicating a lack of statistical significance in the relationship. The P-value is 0.100, which is higher than the significance level ( $\alpha$ ) of 0.05, confirming the lack of statistical significance in the relationship. Therefore, the results reject the hypothesis that intrinsic motivation significantly influences organizational citizenship behavior.

Based on the table, the hypothesis testing results indicate that there is no significant relationship between ethical leadership and organizational citizenship behavior. The T-statistic value is 0.469, which is far below the critical T-value of 1.96, indicating a lack of statistical significance. The P-value is 0.640, which is higher than the significance level ( $\alpha$ ) of 0.05, confirming the absence of statistical significance in this relationship. Therefore, these results do not support the hypothesis that ethical leadership significantly influences organizational citizenship behavior. In conclusion, it can be stated that the hypothesis related to the impact of ethical leadership on organizational citizenship behavior, as stated in hypothesis H2, is not supported.

Moderation Effect 1 (Intrinsic Motivation) on Organizational Citizenship Behaviour. The original sample results show a value of -0.125, a T Statistic of 2.593, and P Values of 0.010. These results indicate a significant moderating effect of intrinsic motivation on Organizational Citizenship Behaviour. In other words, intrinsic motivation plays a role in moderating the relationship between the two variables under investigation (likely the independent variable and the dependent variable). These findings support the presence of a moderating influence of intrinsic motivation on the relationship between the variables being examined.

Moderation Effect 2 (intrinsic motivation) on Turnover Intention. The original sample results show a value of -0.231, a T Statistic of 2.710, and P Values of 0.007. These results indicate a significant moderating effect of intrinsic motivation on Turnover Intention. In other words, intrinsic motivation plays a role in moderating the relationship between the two variables under examination (likely the independent and dependent variables). These findings support the presence of a moderating effect of intrinsic motivation on the relationship between the variables being studied.

### **The Effect of Ethical Leadership on Intrinsic Motivation**

The results of hypothesis testing indicate that Ethical Leadership has a highly significant influence on Intrinsic Motivation. This can be interpreted as ethical leadership having a strong positive impact on intrinsic motivation. In this context, the hypothesis assuming a relationship between Ethical Leadership and Intrinsic Motivation is accepted. This reaffirms the importance of ethical leadership in intrinsically motivating individuals. Based on these findings, organizations and leaders may consider promoting ethical leadership as one of the ways to enhance intrinsic motivation in the workplace. This could involve ethical leadership training, fostering an organizational culture that encourages ethics, and applying ethical principles in organizational decision-making.

### **The Effect of Ethical Leadership on Organizational Citizenship Behavior**

The results of the hypothesis testing indicate a highly significant relationship between Ethical Leadership

and Organizational Citizenship Behavior. This suggests that leadership practices focused on ethics make a positive contribution to organizational citizenship behavior. Based on these findings, organizations and leaders may consider promoting and reinforcing ethical leadership practices. This can include training in ethical leadership, the development of an organizational culture that encourages ethics, and the application of ethical principles in organizational decision-making. These efforts will help enhance Organizational Citizenship Behavior in the workplace, which, in turn, can positively contribute to overall organizational performance and morale.

### **The Effect of Ethical Leadership on Turnover Intention**

The results of the hypothesis testing indicate that there is no significant relationship between ethical leadership and the intention to leave the job. In other words, in the context of this study, there is not enough statistical evidence to support a relationship between ethical leadership and the intention to leave the job. Although these results reject the relationship, leaders and organizations can continue to consider ethical leadership practices as part of their human resource management strategy. Additionally, it is important for them to address other factors that may influence employees' intentions to leave their jobs, such as the work environment, career development, and work-life balance.

### **The Effect of Intrinsic Motivation as a Mediating Variable on Organizational Citizenship Behavior**

The research results indicate that intrinsic motivation on its own may not have a significant impact on organizational citizenship behavior. The lower t-statistic value compared to the critical t-value, along with a higher P-value than the significance level ( $\alpha$ ), suggests a lack of statistical significance in this relationship. However, intrinsic motivation plays a significant moderating role in the relationship between other variables, emphasizing its crucial role in moderating the relationship between the variables under investigation. Therefore, it is recommended to explore and consider other factors that have a more direct influence on organizational citizenship behavior. While intrinsic motivation may not be the primary driver of citizenship behavior, understanding its moderating role can assist organizations in designing strategies to optimize the impact of intrinsic motivation on positive workplace behavior.

### **The Effect of Intrinsic Motivation as a Mediating Variable on Turnover Intention**

The results suggest that intrinsic motivation alone may not significantly impact organizational citizenship behavior. With a t-statistic lower than the critical t-value and a P-value higher than the significance level ( $\alpha$ ), there appears to be no statistical significance in this relationship. Nonetheless, intrinsic motivation does play a substantial moderating role in the relationship between other variables, highlighting its critical function in moderating the variables under investigation. Therefore, it is advisable to explore and consider alternative factors with a more direct influence on organizational citizenship behavior. While intrinsic motivation may not serve as the primary driver of citizenship behavior, comprehending its moderating role can aid organizations in developing strategies to maximize the influence of intrinsic motivation on positive workplace conduct.

### **Conclusion**

The analysis of the SEM-PLS hypothesis model has revealed significant insights into the relationships among Ethical Leadership, Intrinsic Motivation, Organizational Citizenship Behavior, and Turnover Intention. Firstly, it was found that Ethical Leadership has a significant and positive influence on Intrinsic Motivation. This underscores the importance of ethical leadership practices in enhancing employees' intrinsic motivation. Additionally, Ethical Leadership also exhibits a positive and significant relationship with Organizational Citizenship Behavior, highlighting the relevance of ethics in promoting positive behavior within organizations. However, no significant relationship was observed between Ethical Leadership and Turnover Intention, suggesting that other factors may play a more substantial role in determining employees' intentions to leave their jobs.

Furthermore, the hypothesis proposing a significant relationship between Intrinsic Motivation and Organizational Citizenship Behavior was rejected, shedding light on the complexity of other influencing factors on citizenship behavior. Similarly, no significant relationship was found between Ethical Leadership and Organizational Citizenship Behavior, indicating the need for further exploration of these factors.

Intriguingly, Intrinsic Motivation was found to play a significant moderating role in connecting the other variables. This is evident from the acceptance of two hypotheses regarding moderating effects. Therefore, it is crucial to recognize the pivotal role of Intrinsic Motivation in shaping the relationships among these variables.

Based on these findings, recommendations include advocating for ethical leadership practices, exploring the factors influencing turnover intentions, acknowledging the moderating role of Intrinsic Motivation, and conducting further research to gain a deeper understanding of workplace dynamics. Future studies should consider contextual factors such as organizational culture and industry-specific influences, as well as delve into the direct impact of Ethical Leadership on organizational performance and the role of Intrinsic Motivation in driving employee creativity. Additionally, it is essential to delve into other factors influencing Turnover Intention and understand the mediating role of Intrinsic Motivation in the interactions among variables. Cross-cultural studies and comparisons among organizations from diverse cultural backgrounds can provide valuable insights. Through more in-depth research, organizations can become more effective in managing their human resources and enhancing both performance and employee satisfaction.

### Conflicts Of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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