

The Influence of Ethical Leadership on Turnover Intention with Mediation of Work-Family Conflict, Work Engagement and Job Satisfaction at Consulting Companies in Jabodetabek

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Abstract

Today's work world is filled with various generations working together in one workplace, starting from the Baby Boomers, Gen X, to Generation Z. This condition is basically an advantage because each generation has different values and principles, which will influence the actions and decision-making of each person in that generation. One of the crucial issues that arises is the high desire to change jobs (turnover intention), especially among Generation Z employees. This is because this generation often seeks values such as clear career development, and an inclusive work environment. The main goal of this research was to explore how ethical leadership, work-family conflict, work engagement and job satisfaction impact turnover intentions in 249 permanent staff members who have worked for at least six months at a consulting firm in Jabodetabek and live with their families. The study findings suggest that ethical leadership, work-family conflict, work engagement and job satisfaction have a very close impact and relationship for employees to determine the decision to leave work or the intention to change jobs.

Keywords: ethical leadership; work family conflict; work engagement; job satisfaction; turnover Intention

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Introduction

Today's workplace is filled with various generations working together in one workplace, ranging from Baby Boomers, Gen X, to Generation Z. This condition is fundamentally an advantage because each generation has different values and principles, which will influence the actions and decision-making of each person in that generation (Nami & Prianthara, 2024). Nevertheless, The variances between generations will present fresh obstacles for companies when it comes to enticing, supervising, and keeping young employees on board. A key concern that arises is the prevalent desire for turnover, particularly among employees from Generation Z. This is because this generation often seeks values such as flexibility, clear career development, and an inclusive work environment. However, not all companies can provide the work and work environment desired. As a result, many employees from this generation feel dissatisfied, leading to the desire to leave and change jobs from their workplace (Nuryanto et al., 2024).

The rise of the "quiet quitting" trend on social media showcases a growing awareness of job dissatisfaction and a willingness to leave among young workers. The popular hashtag #quietquitting on platforms like TikTok and Twitter illustrates how this sentiment is becoming more widespread among the younger generation. Quiet quitting is when employees simply carry out their tasks as outlined in their job description without showing any additional effort or interest in the company. Essentially, it is seen as employees opting out of going above and beyond their required duties, which is often a result

of the organization's failure to foster strong connections with its employees. Factors such as an uneven balance between work and personal life, excessive work pressure, and a lack of acknowledgement from the company contribute to this phenomenon. Employees who are silently resigning might start reducing their workload in order to find a balance between their professional duties and personal life, or to prioritize their health and well-being in a stressful work setting (Mahand & Caldwell, 2023).

The "quiet quitting" phenomenon has occurred and attracted global attention across various industries in recent years. Survey results conducted by Hey Survey in the 2010-2018 period show that global turnover rates continue to increase every year. From 2010-2018, global turnover rates continued to increase annually. This is because employees in various countries began seeking new job opportunities as growth recovered and labor market conditions showed improvement. Until finally in 2014, there was the highest spike in global employee turnover rates, with the most significant increase occurring in that year (Sukmawan, 2019).

According to the 2022 State of the Global Workplace report from Gallup, more than half of workers in the US feel undervalued and underappreciated at work. Many feel underemployed, trapped in dead-end jobs, and underpaid for what they should receive. Furthermore, the Bureau of Labor Statistics indicated that in 2021, a record number of 47 million workers decided to leave their jobs. This data signifies the largest increase in voluntary resignations since the bureau started keeping track of these numbers (Mahand & Caldwell, 2023). Meanwhile, in China, the concept of "lying flat" has gained popularity as a response to the pandemic. The country implemented strict measures to combat COVID-19 for almost three years, resulting in many people being confined to their homes and a decline in the economy. As a consequence, the youth unemployment rate has increased. As a result of a workaholic society, widespread joblessness, and financial difficulties, the youth started to struggle with the prospect of purchasing homes, starting families, and vying for employment. These persistent challenges led to the emergence of the term "*tang ping*" (躺平), translating to "lying flat" in Mandarin, symbolizing a stance against relentless labor. Some Chinese companies enforce the "996" work schedule, demanding employees to toil from 9 am to 9 pm, six days a week, leading to heightened anxiety and exhaustion (Campton et al., 2023).

In Indonesia itself, the "quiet quitting" phenomenon also occurs. According to a survey by Michael Page Indonesia in 2018, 37% of workers are likely to depart their jobs, quite low loyalty is seen towards their employers standing at only 10%. These findings are consistent with the research done by Hey Survey in the same year (Ikhwan & Wahyuni, 2023).

Turnover remains a critical concern in Indonesian workplaces, with a turnover rate of 25.8% recorded from 2010 to 2018, a figure higher than Brazil, the United States (US), China, and the United Kingdom (UK). These statistics imply that the global workforce is actively seeking new opportunities to adapt to contemporary trends and technological advances. Nasution (2017) shows that the desire to change jobs tends to increase faster in developing countries compared to developed countries. This indicates that Indonesia is at higher risk of experiencing increased turnover intention if the underlying causes and possible solutions are not thoroughly researched. This condition is proven by survey results conducted by Michael Page in 2022 which revealed that 74% of workers in Asia Pacific plan to resign in 2022. Of all countries, Indonesia ranks second highest after India, where 84% of Indonesian workers plan to resign within the next 6 months, not far from India's position of 86%. Of course, this indicates that turnover intention in Indonesia is very high (Nami & Prianthara, 2024).

With the high level of turnover intention in Indonesia, aspects related to employee interests should be considered by companies, one of which is job satisfaction and turnover intention. Turnover

intention is closely related to employees' tendency to leave their roles due to various motivations, such as pursuing higher positions or improving satisfaction compared to their previous jobs (Fauzi et al., 2022). This can also be interpreted as employees' desire to immediately leave their roles and seek more advantageous prospects, although still in the consideration stage, such as considering other options (Imanuel and Sandiasih, 2024).

Research on employees' intention to leave the company is important because it can have serious impacts on the organization. Therefore, early recognition of such intentions and implementation of effective organizational strategies becomes crucial (Putranti, 2022). Factors such as leadership style, job satisfaction, and organizational commitment are proven to influence the desire to quit (Gunawan & Andani, 2020). The main focus in this research is on ethical leadership and its impact on job satisfaction, which is a reflection of individual emotional experiences in the work environment (Suryani, 2022). Job satisfaction itself is greatly influenced by workplace conditions, organizational culture, salary, and relationships between employees (Rahmadhani & Priyanti, 2022).

In addition, work-family conflict and work engagement levels play mediating roles between ethical leadership and job satisfaction. Role conflict can cause fatigue and stress, thus negatively impacting job satisfaction (Yucel et al., 2023; Tantri, 2021). Conversely, work engagement that includes enthusiasm and positive emotions toward work can improve employee performance and loyalty (Sari et al., 2021).

Ethical leadership becomes increasingly relevant amid today's work complexity. An ethical leader not only has integrity and empathy, but is also capable of forming a fair and healthy work culture (Westover, 2024; Freire & Bettencourt, 2020). In the consulting industry known for high work pressure and high turnover rates, such as in Jabodetabek, ethical leadership proves important for improving employee well-being and reducing turnover intention (Sumrahadi et al., 2019; Abdurachman et al., 2023).

The high turnover rate in this industry is also driven by excessive workload, work-family imbalance, and low job satisfaction (Work Institute, 2023; Mercer, 2022; Deloitte, 2021). The importance of ethical leaders is highlighted in the development of policies that promote a healthy balance between work and personal life, as well as in fostering a positive work culture (Freire & Bettencourt, 2020).

Ethical leadership has been demonstrated through both theory and practice to have a favorable impact on overall job satisfaction, with work engagement and work-family conflict playing essential roles in mediating this relationship (Qing et al., 2020; Salifu et al., 2022). Leaders who prioritize ethics have the capability to inspire workers to stay committed and dedicated to the company, ultimately decreasing the chances of them quitting. Thus, ethical leadership plays a vital role in building sustainable and psychologically healthy organizations.

Every consulting institution certainly aims to increase employee satisfaction and minimize employees' desire to leave, which means organizations need to focus on factors that influence both, as they can affect productivity. Previous research has examined variables such as ethical leadership and work-family conflict, revealing that ethical leadership positively influences job satisfaction, while work-family conflict reduces it (Freire and Bettencourt, 2020). In addition, previous research has explored topics like ethical leadership and work engagement, revealing a correlation between ethical leadership and decreased turnover intention (Taghrid et al., 2020) and similarly, work engagement also reduces turnover intention (Yucel et al., 2023). This research presents many opportunities for exploration from various perspectives, particularly concerning employees in consulting companies located in

Jabodetabek.

In this context, Social Exchange Theory (Blau, 1964) becomes relevant for understanding the relationship between leaders and employees. This theory explains that work relations are reciprocal; when leaders show ethical behavior, employees will respond with positive behaviors such as loyalty and higher work engagement, which can ultimately reduce turnover intention.

Furthermore, ethical leadership can also be viewed through the lens of Job Demands-Resources Theory (Bakker & Demerouti, 2017). According to this theory, excessive job demands such as a heavy workload and conflicts between work and family obligations can lead to tiredness and a longing to quit. However, this can be overcome through the presence of job resources such as support from ethical leaders, which can increase work engagement and employee satisfaction.

On the other hand, Conservation of Resources Theory (Hobfoll, 1989) explains that individuals tend to maintain the resources they have, including time, energy, and emotional stability. When work and family conflict increases and individual resources are depleted, the likelihood of leaving the organization becomes greater. In this case, ethical leadership plays a role in protecting employees' psychological resources through consistent empathy and support.

This study builds upon three fundamental concepts that establish a comprehensive framework for understanding how ethical leadership affects employee turnover, specifically through the lens of work engagement, job satisfaction, and work-family conflict dynamics. Consequently, this investigation was designed to explore the relationship between ethical leadership and turnover intention while examining work-family conflict, work engagement, and job satisfaction as intermediary mechanisms within consulting organizations throughout the Jabodetabek area.

Drawing from the established context and research problem outlined earlier, this study seeks to identify and analyze how ethical leadership influences employee turnover intention through various mediating pathways. The research specifically focuses on examining work-family conflict as an intermediary factor linking ethical leadership to turnover intention among consulting firms in the Jabodetabek region. Additionally, the study investigates the mediating role of work engagement in this relationship. The research further aims to understand how ethical leadership simultaneously affects job departure intentions through the combined influence of work-family conflict and work engagement. Beyond this, the study examines how ethical leadership impacts turnover intention through the concurrent mediation of work-family conflict and job satisfaction relationships. This comprehensive investigation is expected to provide enhanced understanding of the interconnections between ethical leadership approaches and employee retention intentions within the consulting industry context.

Methods

Research Design

In this investigation, researchers will apply a conclusive research framework. According to Malhotra (2010), the purpose of this conclusive design is to describe features of a phenomenon or interaction between variables without conducting cause-and-effect analysis (if descriptive), and also functions to evaluate hypotheses and determine cause-and-effect dynamics between independent and dependent variables (if causal). In the applied conclusive design, researchers will embrace descriptive and causal research methodology. Therefore, the nature of this investigation is descriptive and causal-predictive.

Research Unit of Analysis

The unit of analysis can include individuals, groups, organizations, or other elements that become the central focus of research. In this specific research, the chosen unit of analysis is individuals, specifically employees in consulting companies located in the Jabodetabek region.

Research Population and Sample

For the purposes of this research, the population is employees working in consulting companies in the Jabodetabek region. Researchers chose this population because of its significance in relation to the ethical leadership variable which is a key factor studied in this research. According to the definition given in the literature review, a leader associated with this variable demonstrates an individual who is responsible not only for providing direction and making choices, but also dedicated to upholding ethical principles in interactions with team members and during organizational decision-making processes.

The criteria for employees selected as participants in this research are those with permanent employee status, having worked for at least six months in a consulting company in Jabodetabek, and living with family. These selection criteria were established because permanent employees who have completed six months have passed the probationary period and have been assigned to specific divisions within the consulting firm, ensuring they are very familiar with their work environment and leadership. In addition, the requirement of living with family was introduced because this research discusses variables related to work-family conflict.

The research project determined the necessary sample size by utilizing estimates generated with GPower software version 3.1.9.4. The anticipated findings from GPower are illustrated in Figure 2. According to this projection, a minimum of 249 respondents is required to achieve 80% statistical power with medium effect size. Thus, for this research to meet important statistical requirements, this study must involve no fewer than 249 permanent staff members who have worked for at least six months in a consulting company in Jabodetabek and live with their families.

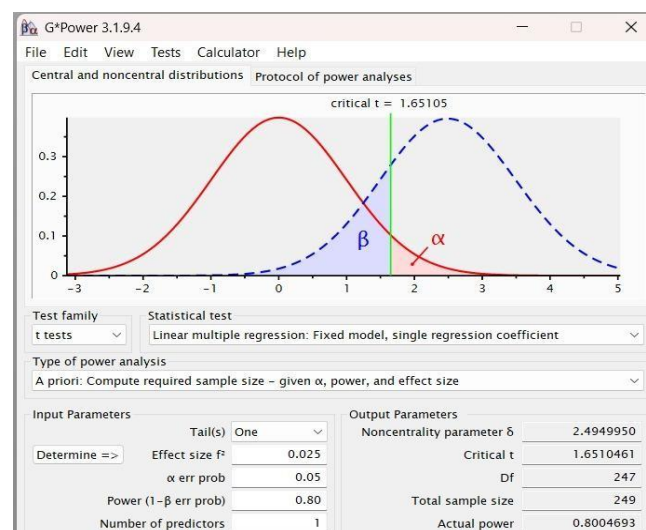


Figure 2. Minimum Sample Size Estimation with G*Power
Source: Researcher's Processing Results Using GPower 3.1.9.4 (2025)

Data Collection Methods

Primary Data

In this research, researchers rely on primary data as the main source of information. Primary data is information obtained firsthand from participants through various techniques such as interviews, surveys, or observations conducted by researchers without external influence (Creswell, 2014). To obtain primary data, researchers plan to use survey methods that utilize questionnaires as data collection tools. Regarding this research, primary data will be obtained through questionnaires filled out by participants themselves.

Questionnaires will be distributed anonymously and will begin with demographic questions, including gender, age, and place of residence, among others. Subsequently, participants' opinions about specific phenomena or items will be assessed using Likert scales. By utilizing a 7-level Likert scale, researchers can obtain more detailed insights about participants' perspectives in their questionnaire responses. Therefore, this research will use a Likert scale ranging from 1 to 7.

Secondary Data

Secondary data is data that has already been gathered and made available by sources before being used for further research or analysis (Sekaran & Bougie, 2016). For this research, secondary data will be sourced from related literature, journal articles, and business publications related to research and originating from outside the direct focus of research.

Latent Variables

In this research, five latent variables are identified: ethical leadership, work-family conflict, work engagement, job satisfaction, and turnover intention.

Observed Variables

In this research, there are a total of 39 observed variables, which can also be called indicators in the survey. The specification of these 39 indicators includes 10 indicators related to ethical leadership, 9 indicators about work-family conflict, 9 indicators focusing on work engagement, 7 indicators representing job satisfaction, and 4 indicators related to turnover intention.

Data Analysis Method

This research will use Structural Equation Modeling (SEM) for analysis. SEM is a statistical technique that functions to examine and evaluate relationships between latent variables and observed variables in the research framework. SEM combines elements of regression analysis, factor analysis, and path analysis into a more complex structure (Hair et al., 2010). This method allows for deeper exploration of complex relationships compared to standard regression, enabling simultaneous analysis of multiple relationships without requiring individual analysis, along with the ability to test many hypotheses in one model, which improves efficiency and speed (Byrne, 2010; Bollen, 1989; Hair et al., 2010). In addition, researchers intend to utilize LISREL 10.20 software for data analysis.

Table 1. Variable Operational Dimensions

Variable	Dimension	Code	Indicator
Ethical Leadership (EL)	Unidimensional	EL1	My direct supervisor is willing to listen to opinions, input, or concerns conveyed by employees.
		EL2	My direct supervisor enforces rules and provides sanctions to those who violate ethical standards in the workplace.
		EL3	My direct supervisor not only applies ethics at work, but also lives ethically outside of work.
		EL4	My direct supervisor always considers the welfare and best interests of employees in decision-making and policies.
		EL5	My direct supervisor makes fair decisions and considers various aspects in a balanced manner, without bias.
		EL6	My direct supervisor has high integrity and can be trusted by employees in every action and decision.
		EL7	My direct supervisor actively communicates business ethical values to employees and ensures they understand the importance of ethics at work.
		EL8	My direct supervisor serves as a role model for employees in carrying out work ethically and responsibly.
		EL9	My direct supervisor evaluates success not only from end results, but also from the methods or processes used to achieve them, ensuring that the process is done ethically.
		EL10	In making decisions, my direct supervisor always considers moral and ethical aspects to ensure that decisions are correct and responsible.
Work-Family Conflict (WFC)	Time-based	WFC1	My work prevents me from participating in family activities more than I would like.
		WFC2	The amount of time I spend on work prevents me from contributing fairly to household tasks and family activities.
		WFC3	I am forced to miss family activities because I spend so much time on work.
	Strain-based	WFC4	After coming home from work, I often feel too drained of energy to participate in activities or fulfill family responsibilities.
		WFC5	The amount of emotional exhaustion I feel after working makes me unable to provide support for my family.
		WFC6	Sometimes when I get home, I feel too stressed to do things I enjoy, as a result of workplace pressure.
	Behavior-based	WFC7	The methods I use to face challenges at work are not successful in solving problems at home.
		WFC8	Actions that are considered important and effective in my work environment can actually be

			counterproductive if applied at home.
		WFC9	Behaviors that make me effective at work do not help me become a better parent or spouse.
Work Engagement (WE)	Vigor	WE1	I feel a flow of high energy and enthusiasm when doing my work.
		WE2	I feel empowered and fresh to complete tasks to the best of my ability.
		WE3	Every morning, I have great enthusiasm and determination to go to work.
	Dedication	WE4	The work I do brings joy and enthusiasm within me.
		WE5	The work I do gives me ideas and motivation to keep moving forward.
		WE6	I feel proud of the profession I pursue and the achievements I have attained.
	Absorption	WE7	Satisfaction and happiness overwhelm me when I work wholeheartedly and achieve satisfying results.
		WE8	I am so concentrated and fully invested in my work that I ignore everything else.
		WE9	I am so involved in my work that it is difficult to stop or let go.
Job Satisfaction (JS)	Unidimensional	JS1	I feel I have attachment and sense of ownership toward the company where I work.
		JS2	I feel a strong emotional attachment to this company, which makes me feel comfortable and motivated to continue working here.
		JS3	My supervisor provides many benefits and support for us at work, thus improving employee welfare and productivity.
		JS4	The company provides fair salary that matches my contribution and responsibilities at work.
		JS5	I feel very happy working at this company, both in terms of work environment, colleagues, and policies implemented.
		JS6	My supervisor provides fair promotion opportunities to all employees based on their performance and competence.
		JS7	My supervisor provides adequate and effective supervision at work to ensure work runs well without hindering employee independence.
Turnover Intention (TI)	Unidimensional	TI1	I sometimes feel the urge to leave my current job, whether due to stress, dissatisfaction, or other reasons.
		TI2	I think about quitting and leaving my position at this company within one year or sooner.
		TI3	Currently, I am seriously considering leaving my job and moving to another company.
		TI4	I will leave this company if the work atmosphere gets slightly worse than the current situation.

Results and Discussion

Respondent Demographics

The study gathered data by distributing surveys online. The surveys contained screening questions to verify that participants met the required criteria before completing the survey. Overall, 347 respondents filled out the questionnaire. However, 98 participants were excluded from the primary study due to their failure to meet the sample requirements and unable to pass the screening process. The excluded data consisted of 15 respondents who were not permanent employees, 14 respondents with less than six months of work experience, 13 respondents who did not live with their families, and 56 respondents who failed the attention check questions. Thus, 249 participants were found to meet the requirements for the main test.

The majority of respondents were female, totaling 137 people (55%), while male respondents numbered 112 people (45%). Based on age, most respondents were aged 29 to 37 years, totaling 119 people (47.8%), while the fewest respondents were over 53 years old, totaling 4 people (1.6%). Based on domicile, most respondents were domiciled in Jakarta, totaling 86 people (34.5%), while the fewest respondents were domiciled in Bekasi, totaling 28 people (11.2%). Based on education, most respondents were D4/S1 graduates, totaling 142 people (57%), while the fewest respondents were S3 graduates, totaling 5 people (2%). Based on consulting services, most respondents worked in finance consulting services, totaling 46 people (18.5%), while the fewest respondents worked in audit consulting services, totaling 17 people (6.8%). Based on position, most respondents held associate director/director positions, totaling 65 people (26.1%), while the fewest respondents held associate/senior associate positions, totaling 35 people (14.1%). Based on consulting office location, most respondents worked in Jakarta, totaling 98 people (39.4%), while the fewest respondents worked in Bekasi, totaling 19 people (7.6%).

Measurement Model Analysis

The purpose of the measurement model fit test is to determine how well the model captures the connection between hidden factors and the measurable signs of those factors (Hair et al., 2019).

Measurement Model Fit Test

In the assessment of the model's appropriateness, Hair et al., (2019) suggest that the standards considered must involve a minimum of one absolute fitness indicator and one progressive fitness indicator. As a result, the measurement structure in this research demonstrates favorable suitability.

Table 2. Measurement Model Fit Test Results

Goodness of Fit Indicator	Standard Fit Value	Calculated Result Value	Description
Absolute Fit Indices			
RMSEA	$RMSEA \leq 0.08$	0.075	Good Fit
GFI	$GFI \geq 0.90$	0.93	Good Fit
SRMR	$SRMR \leq 0.05$	0.045	Good Fit
Incremental Fit Indices			
NFI	$NFI \geq 0.90$	0.95	Good Fit
NNFI	$NNFI \geq 0.90$	0.91	Good Fit
CFI	$CFI \geq 0.90$	0.89	Marginal Fit
IFI	$IFI \geq 0.90$	0.87	Marginal Fit
RFI	$RFI \geq 0.90$	0.88	Marginal Fit
Parsimony Fit Indices			
PGFI	$PGFI \geq 0.50$	0.51	Good Fit
PNFI	$GFI \geq 0.50$	0.52	Good Fit

Validity and Reliability Tests

An indicator is considered acceptable if the loading factor exceeds 0.60, meaning that any indicator with a loading factor below 0.50 will not be included in the model (Hair et al., 2019). To test validity of reflective indicators, correlation between item scores and construct scores is examined. Reflective indicators demonstrate shifts in a construct when one indicator within the same construct is altered or eliminated.

Precision, consistency, and accuracy are essential aspects of a measuring tool's reliability when taking measurements. A dependable study indicates that the research data has been examined for consistency and reliability of outcomes. Two common methods for testing reliability are Cronbach's Alpha and Composite Reliability. The subsequent findings present the results of the research's reliability assessment.

Table 3. Second-Order CFA Validity and Reliability Test Results

Variable	Dimension	SLF	Error	CR	AVE	Description
Ethical Leadership	Unidimensional	0.725	0.24	0.756	0.742	Valid and Reliable
Work-Family Conflict	Time-based	0.784	0.55	0.836	0.732	Valid and Reliable
	Strain-based	0.824	0.36			Valid and Reliable
	Behavior-based	0.768	0.47			Valid and Reliable
Work Engagement	Vigor	0.776	0.68	0.886	0.646	Valid and Reliable
	Dedication	0.836	0.74			Valid and Reliable
	Absorption	0.824	0.56			Valid and Reliable
Job Satisfaction	Unidimensional	0.853	0.57	0.867	0.753	Valid and Reliable
Turnover Intention	Unidimensional	0.869	0.86	0.854	0.683	Valid and Reliable

Source: Researcher's Analysis Results (2025)

The second-order CFA test results are presented in Table 3. Referring to Hair et al. (2019), SLF values range ≤ 1.00 , with SLF values ≥ 0.50 indicating good validity. Good reliability is indicated by CR values ≥ 0.70 and AVE ≥ 0.50 . All the dimensions assessing each variable display SLF values above 0.50, CR values above 0.70, and AVE values above 0.50. Thus, all dimensions measuring the variables ethical leadership, work-family conflict, work engagement, job satisfaction, and turnover intention are declared valid and reliable.

Structural Model Analysis

Based on the findings of the measurement model, the validity and reliability criteria have been met by all the indicators that evaluate the dimensions and variables in this study.

Structural Model Fit Test

Table 4 displays an evaluation of the structural model's fit test, which considered absolute fit indices, incremental fit indices, and parsimony fit indices. The RMSEA, GFI, and SRMR indicators from the absolute fit indices displayed values that meet the criteria for good fit. Additionally, the NFI, NNFI, CFI, IFI, and RFI indicators from the incremental fit indices all exceeded 0.90, indicating that they also meet the criteria for good fit. The PGFI and PNFI indicators for simplicity in fitting have satisfied the criteria for a good fit. Hence, the structural model of this study is considered to satisfy the required standards for a strong match, allowing for additional examination of the connections among the variables outlined in the model.

Table 4. Structural Model Fit Test Results

Goodness of Fit Indicator	Standard Fit Value	Calculated Result Value	Description
Absolute Fit Indices			
RMSEA	$RMSEA \leq 0.08$	0.05	Good Fit
GFI	$GFI \geq 0.90$	0.95	Good Fit
SRMR	$SRMR \leq 0.05$	0.04	Good Fit
Incremental Fit Indices			
NFI	$NFI \geq 0.90$	0.96	Good Fit
NNFI	$NNFI \geq 0.90$	0.94	Good Fit
CFI	$CFI \geq 0.90$	0.93	Good Fit
IFI	$IFI \geq 0.90$	0.92	Good Fit
RFI	$RFI \geq 0.90$	0.97	Good Fit
Parsimony Fit Indices			
PGFI	$PGFI \geq 0.50$	0.54	Good Fit
PNFI	$GFI \geq 0.50$	0.53	Good Fit

Source: Researcher's Analysis Results (2025)

Coefficient of Determination Analysis

The R^2 value indicates the extent to which the exogenous variables together can account for the variability in the endogenous variable. The R^2 value can range from 0 to 1. The greater the R^2 value, the more effective the regression equation is in explaining the variance through external factors (Hair et al., 2019). After conducting tests with Lisrel, the following outcomes were determined:

Table 5. Coefficient of Determination Analysis

Variable	R-Square	Adjusted R-Square
Turnover Intention	0.570	0.564
Job Satisfaction	0.564	0.561
Work Engagement	0.661	0.659
Work-Family Conflict	0.337	0.336

Source: Researcher's Analysis Results (2025)

According to the data in Table 5, the adjusted R-square values suggest that the model fits well with the dependent variables. The adjusted R-square for turnover intention is 0.564, revealing that 56.4% of its variance is accounted for by the independent variables. Similarly, the job satisfaction variable has an adjusted R-square of 0.561, indicating that 56.1% of its variability is accounted for by the model. The work engagement variable shows the highest adjusted R-square at 0.659, suggesting that 65.9% of its variability is explained by the independent variables. Meanwhile, the work-family conflict variable has an adjusted R-square of 0.336, showing that 33.6% of its variability can be attributed to the model.

Hypothesis Testing

In order to grasp the significance of parameter coefficients, it is essential to examine legitimate variable dimensions using mathematical calculations. The focus of the study is to determine whether there is a noteworthy impact, positive or negative, which can be deemed significant or not significant based on p-value calculations below 0.05 and a t-value equal to or exceeding 1.645. When the t-value surpasses the threshold of 1.645, it indicates a significant relationship between the two constructs; otherwise, the relationship is considered non-significant.

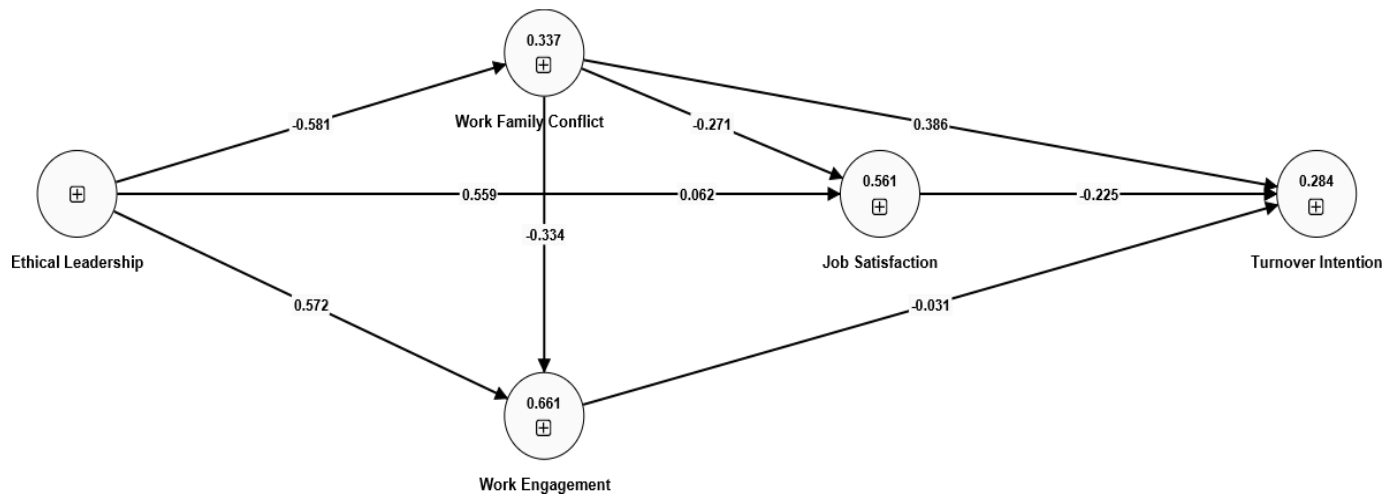


Figure 2. Structural Model Path Diagram

Source: Researcher's Analysis Results Using Lisrel 8.80 (2025)

Table 6. Research Hypothesis Test Results

Hypothesis	Relationship	Coefficient	T-Value	P-Value	Result
H1	Ethical Leadership → Work-Family Conflict	-0.581	12.757	0.000	Accepted
H2	Ethical Leadership → Work Engagement	0.572	6.897	0.000	Accepted
H3	Work-Family Conflict → Work Engagement	0.334	4.599	0.000	Accepted
H4	Work-Family Conflict → Job Satisfaction	-0.269	3.893	0.000	Accepted
H5	Work-Family Conflict → Turnover Intention	0.395	5.922	0.000	Accepted
H6	Ethical Leadership → Work-Family Conflict → Work Engagement	0.194	5.115	0.000	Accepted
H7	Work-Family Conflict → Work Engagement → Turnover Intention	0.010	2.084	0.037	Accepted
H8	Work Engagement → Turnover Intention	-0.186	2.872	0.004	Accepted
H9	Ethical Leadership → Job Satisfaction	0.562	7.415	0.000	Accepted
H10	Ethical Leadership → Work-Family Conflict → Job Satisfaction	0.157	4.181	0.000	Accepted
H11	Ethical Leadership → Turnover Intention	-0.025	0.444	0.657	Rejected
H12	Ethical Leadership → Work-Family Conflict → Turnover Intention	0.244	5.149	0.000	Accepted
H13	Ethical Leadership → Work Engagement → Turnover Intention	-0.018	0.305	0.760	Rejected
H14	Job Satisfaction → Turnover Intention	-0.225	2.277	0.023	Accepted

Source: Researcher's Analysis Results (2025)

Based on Table 6, the research hypotheses can be answered as follows:

H1: Ethical Leadership (EL) has a negative effect on Work-Family Conflict (WFC)

Using one-tailed hypothesis testing criteria, a relationship between variables is considered statistically significant when the t-value reaches or exceeds 1.645 (Hair et al., 2010). The results presented in Table 6 reveal that ethical leadership exhibits a negative relationship with work-family conflict, evidenced by a coefficient of -0.581. With a calculated t-value of 12.757, which substantially exceeds the critical threshold of 1.645, this relationship demonstrates statistical significance. Consequently, the study's first hypothesis receives empirical support, confirming that ethical leadership maintains a significant inverse relationship with work-family conflict.

These results are consistent with research by Freire and Bettencourt (2020), who found that work-family conflict adversely affects satisfaction levels through hindrance stress mediation pathways. Their study further demonstrates that ethical leadership enhances this mediated relationship..

Ethical leadership plays a crucial role in reducing work-family conflict as it promotes a workplace that is fair, supportive, and understanding, ultimately enabling employees to manage their work and family responsibilities effectively (Khalili et al., 2021). Ethical leaders show empathy and concern for employees' personal needs, including family responsibilities. They are more likely to provide work time flexibility or support remote work policies, which can reduce tension between work and family demands (Çetin, 2021). Ethical leadership fosters an organizational culture that prioritizes fairness, mutual respect, and open communication. In such a culture, employees feel more comfortable expressing personal challenges, including work-family conflicts, without fear of negative judgment or discrimination (Jin et al., 2022).

H2: Ethical Leadership (EL) has a positive and significant effect on Work Engagement (WE)

The data presented in Table 6 demonstrates that ethical leadership exhibits a positive relationship with work engagement, as indicated by a coefficient value of 0.572. The calculated t-value of 6.897 surpasses the critical threshold of 1.645, establishing statistical significance for this relationship. Based on these results, H2 receives empirical support, confirming that ethical leadership exerts a positive and significant influence on work engagement levels.

These findings correspond with research conducted by Sarwar et al. (2020), which demonstrated that both ethical leadership and ethical culture positively contribute to employee well-being, job engagement, and financial outcomes. Their study revealed that ethical culture produces a stronger impact on financial performance relative to ethical leadership. The research also indicated that Italian employees derive greater well-being benefits from ethical leadership compared to their Pakistani colleagues. Conversely, the relationship between ethical leadership and work engagement proved more robust among Pakistani employees than Italian workers.

Ethical leadership has a significant effect on work engagement because ethics-based leadership creates a psychologically safe, fair, and trustworthy work environment (Naeem et al., 2020). Ethical leaders are honest, fair, and consistent in their actions. This builds trust between leaders and subordinates. When employees feel their leader is trustworthy, they are more motivated and committed to their work (Islam et al., 2024). Ethical leadership creates a supportive work atmosphere that promotes openness and values opinions. Employees feel safe to express ideas, admit mistakes, or seek help without fear of punishment, which increases their emotional and cognitive involvement in work (Wibawa and Takahashi, 2021).

H3: Work-Family Conflict (WFC) has a positive and significant effect on Work Engagement (WE)

Based on the data shown in Table 6, work-family conflict demonstrates a positive relationship with work engagement, reflected by a coefficient value of 0.334. The obtained t-value of 4.599 exceeds the critical threshold of 1.645, confirming statistical significance. These results provide support for hypothesis H3, establishing that work-family conflict has a significant positive effect on work engagement.

These findings align with research by Unnimaya and Tony (2024), who identified notable differences in work-family conflict and work engagement levels between married and unmarried healthcare workers. Their study revealed a negative correlation between work-family conflict and both work engagement and organizational citizenship behavior among healthcare professionals. In contrast, they found that work engagement positively correlates with organizational citizenship behavior within the healthcare sector.

Work-life balance issues have a noticeable impact on how engaged employees are at work since juggling work demands with family obligations can deplete personal resources like energy, time, and focus, resulting in decreased work engagement (Ribeiro et al., 2023). Work-family conflict can cause chronic stress, emotional exhaustion, and burnout. When someone feels burdened by demands from two different domains, they tend to experience decreased motivation and energy, which directly impacts work engagement (consisting of vigor, dedication, and absorption) (Lyu and Fan, 2022). Conflict between family and work often creates distractions and makes individuals feel guilty or anxious. This disrupts their focus at work and reduces their sense of commitment to tasks and organization. As a result, work engagement decreases (Şahin and Yozgat, 2024).

H4: Work-Family Conflict (WFC) has a negative effect on Job Satisfaction (JS)

The data in Table 6 indicates a negative relationship between work-family conflict and job satisfaction, demonstrated by a coefficient value of -0.269. With a t-value of 3.893 exceeding the critical value of 1.645, this relationship achieves statistical significance. These results confirm support for hypothesis H4, establishing that work-family conflict exerts a significant negative influence on job satisfaction.

These findings are consistent with research conducted by Siswanto et al. (2022), which demonstrated that banking employees face considerable stress when managing competing demands between work and family responsibilities. The study identified government-mandated remote work policies during the pandemic as an additional contributing factor to this conflict. Furthermore, their research revealed that social support serves as a protective mechanism, moderating the relationship between work-family conflict and job stress by helping employees better cope with role-related tensions in their domestic environments.

Work-family conflict can have a significant effect on job satisfaction because this conflict creates psychological, emotional, and even physical tension that affects individual well-being overall (Vickovic and Morrow, 2020). Individuals experiencing work-family conflict feel burdened by two main demands: work and family. When these demands clash, for example, work requires overtime but a child is sick at home, individuals find it difficult to meet expectations of both roles. This triggers stress and frustration, which ultimately reduces job satisfaction (Rahman and Ali, 2021).

H5: Work-Family Conflict (WFC) has a positive and significant effect on Turnover Intention (TI)

The data presented in Table 6 demonstrates a positive relationship between work-family conflict and employees' intention to leave their jobs, as evidenced by a correlation coefficient of 0.395. The statistical significance of this relationship is confirmed by a t-value of 5.922, which surpasses the critical

threshold of 1.645, thereby providing support for hypothesis H5. This establishes that work-family conflict serves as a significant predictor of increased turnover intention.

These results are consistent with previous research by Yildiz et al. (2022), which similarly identified a strong association between work-family conflict and employees' propensity to quit. Additionally, the moderating analysis revealed that cultural dimensions, specifically individualism and long-term orientation, significantly influence how work-family conflict affects turnover intention across different contexts. These cultural moderators explain approximately 90% of the variance observed in this relationship, highlighting their substantial impact on the work-family conflict-turnover intention dynamic.

Work-family conflict has a significant effect on turnover intention because this conflict creates high psychological pressure and job dissatisfaction, which drives employees to seek job alternatives that are considered more balanced (Ribeiro et al., 2023). Work-family conflict arises from the clash between work obligations and family duties, impacting both sides equally. When employees feel unable to fulfill obligations in one domain (work or family), this triggers stress and emotional exhaustion (Putra and Suwandana, 2020).

H6: Ethical Leadership (EL) has a positive effect on Work Engagement (WE) through Work-Family Conflict (WFC) mediation

Based on the information provided in Table 6, there is a favorable connection between ethical leadership and work engagement when considering work-family conflict mediation, as shown by the coefficient of 0.194. The t-value of 5.115 exceeds the standard threshold of 1.645, suggesting a noteworthy influence. As a result, Hypothesis 6 is confirmed in this research. In summary, ethical leadership plays a beneficial and important role in enhancing work engagement by addressing work-family conflict.

The findings of this study align with the research conducted by Yucel et al. (2023), indicating a strong inverse correlation between work-family conflict and work engagement, as well as between work engagement and turnover intention. The study revealed a significant positive relationship between work-family conflict and employees' intentions to leave their jobs. Additionally, the research found that work engagement serves as a partial mediator in this relationship. The analysis also showed that supervisor support acts as a moderating variable, influencing how work-family conflict affects work engagement. Moreover, supervisor support demonstrates a moderated mediation effect in the overall model, where work-family conflict predicts turnover intention through the mediating mechanism of work engagement.

Ethical leadership plays a crucial role in influencing employee engagement at work by mediating work-family conflict, as ethical leaders foster a work culture that values a balanced approach to work and personal life (Labrague and Obeidat, 2022). Ethical leaders are known to exhibit qualities like impartiality, truthfulness, understanding, and accountability. They care about employee well-being, including their personal lives (Adnan et al., 2020).

H7: Work-Family Conflict (WFC) affects Turnover Intention (TI) through Work Engagement (WE) mediation

According to the findings in Table 6, there is a positive coefficient value of 0.010 for the relationship between work-family conflict and turnover intention, mediated by work engagement. The t-value of 2.084 is higher than the critical value of 1.645, indicating a significant impact. Therefore, the hypothesis H7 is supported in this study. Overall, work-family conflict has a notable and positive influence on turnover intention when mediated by work engagement.

The findings of this study are consistent with a study by Harun et al. (2022), which found that work-family conflict (WFC) leads to an increase in turnover intention (TI) and that work engagement (WE) reduces the impact of role ambiguity (RA) on TI. Role ambiguity is also linked to lower levels of WE, which in turn leads to higher turnover intention. The results suggest that both role conflict and WFC are positively associated with TI, while WE and TI have a negative correlation. Additionally, the study discovered that WE and WFC play important roles as mediators in the RA and TI relationship. WFC is also identified as a significant mediator in the relationships between role conflict and TI.

The impact of work-family conflict on turnover intention is influenced by the mediation of work engagement, as the interaction between these factors sheds light on the psychological and emotional aspects of employees in their work environment (Winarno et al., 2022). WFC occurs when work demands interfere with family roles, or vice versa. This conflict causes stress, exhaustion, and dissatisfaction because individuals feel unable to perform roles optimally in two main life domains (Bajaba et al., 2022).

H8: Work Engagement (WE) has a negative effect on Turnover Intention (TI)

According to data in Table 6, the relationship between work engagement and turnover intention is shown to be negative with a coefficient value of -0.186. The t-value of 2.872 is greater than 1.645, indicating a significant impact. Therefore, the hypothesis H8 is confirmed in this study. To sum up, work engagement is found to have a noteworthy negative impact on turnover intention.

The findings of this study align with a previous study by Memon et al. (2021), which found that employee engagement at work is mainly driven by satisfaction with training and performance appraisal. Higher levels of work engagement result in reduced employee intentions to leave the organization. Work engagement also functions as a mediating variable linking employee satisfaction with HR practices particularly training and performance evaluation systems to turnover intention. Conversely, work engagement does not mediate the relationship between compensation satisfaction and employees' intentions to quit.

Work engagement has a significant effect on turnover intention because work engagement reflects how much employees feel emotionally, cognitively, and physically involved in their work (Zhang et al., 2020). Employees with high levels of work engagement tend to feel satisfied and proud of their work. They also have strong affective commitment to the organization. This reduces the desire to seek other jobs because they feel that their current work is meaningful and supports personal and professional growth (Lestari and Margaretha, 2021).

H9: Ethical Leadership (EL) has a positive and significant effect on Job Satisfaction (JS)

The results presented in Table 6 demonstrate a positive correlation between ethical leadership and job satisfaction, with a correlation coefficient of 0.562. The t-statistic of 7.415 exceeds the threshold of 1.645, confirming statistical significance. These findings support hypothesis H9. Overall, ethical leadership exerts a positive and statistically significant effect on job satisfaction.

These results are consistent with the work of Qing et al. (2020), which established a strong link between ethical leadership and employee attitudes. The current study further reveals that psychological empowerment acts as a significant mediator in the relationship between ethical leadership and affective commitment, while partially mediating its association with job satisfaction. Through the application of mediation analysis, this research contributes a novel theoretical framework to the body of knowledge on ethical leadership.

Ethical leadership has a significant effect on job satisfaction because ethical leadership style creates a fair, safe, and morally meaningful work environment for employees (Ejaz et al., 2022). Ethical

leaders are fair, honest, and transparent in decision-making. This helps reduce anxiety, favoritism, and conflict in the workplace, so employees feel valued and treated equally, which increases job satisfaction (Torlak et al., 2021).

H10: Work-Family Conflict (WFC) mediates the negative relationship between Ethical Leadership (EL) and Job Satisfaction (JS)

According to the data in Table 6, it is evident that the ethical leadership variable has a positive coefficient value of 0.157 on job satisfaction when mediated by work-family conflict. The t-value of 4.181 is greater than 1.645, indicating a significant impact. Therefore, the hypothesis H10 is confirmed. In summary, ethical leadership plays a beneficial and significant role in influencing job satisfaction through the lens of work-family conflict.

This research result is in line with research conducted by Udin et al. (2023) which shows that ethical leadership is positively related to WLB and job satisfaction, and negatively related to job stress. Additionally, WLB positively impacts job satisfaction, while job stress has no significant effect. Regarding indirect relationships and more specifically, research findings show that WLB fully mediates the effect of ethical leadership on job satisfaction. These research findings provide practical implications that ethical leadership supports and empowers employees to experiment and try new things for happiness at work and in their personal lives. This implies that leader attention strengthens sense of belonging and increases job satisfaction.

Ethical leadership has a significant effect on job satisfaction through work-family conflict mediation because ethical leadership creates a fair, supportive, and empathetic work environment that in turn helps employees manage conflicts between work and family demands (Torlak et al., 2021). Ethical leaders show fairness and honesty in decision-making, care about employee well-being including their personal lives, and provide flexibility and support for work-family balance. This makes employees feel more valued and supported, thus reducing work-family conflict levels (Rahman et al., 2020).

H11: Ethical Leadership (EL) has a negative effect on Turnover Intention (TI)

According to the data presented in Table 6, the correlation between the ethical leadership variable and turnover intention variable is negative with a coefficient value of -0.025. The t-value of 0.444 is less than 1.645, indicating that the effect is not significant. Hence, the hypothesis H11 is rejected in this study. To sum up, ethical leadership shows a negative impact on turnover intention, but it is not statistically significant.

The findings of this study are consistent with the research carried out by Li et al. (2023) which focused on how ethical leadership can moderate the negative effects of work exhaustion and breaches of psychological contracts. The research showed a positive link between work exhaustion, perceived breaches of psychological contracts, and construction workers' intentions to leave their jobs; nevertheless, ethical leadership can effectively mitigate these negative impacts. This study provides insights that can assist construction managers in conducting their managerial duties ethically, thereby retaining employees and sustaining their motivation to complete project tasks.

Ethical leadership has a significant effect on turnover intention because of various psychological, social, and managerial reasons (Nejati et al., 2021). Ethical leaders build trust among employees by being fair, honest, and transparent. This creates psychological safety, so employees feel comfortable and not threatened, which reduces the desire to leave (Saleh et al., 2022).

H12: Ethical Leadership (EL) has a positive effect on Turnover Intention (TI) through Work-Family Conflict (WFC) mediation

According to the data in Table 6, it is evident that the impact of ethical leadership on turnover intention is positive with a coefficient value of 0.244 when mediated by work-family conflict. The t-value of 5.149 is greater than the threshold of 1.645, indicating a significant effect. Therefore, the hypothesis H12 is confirmed in this study. In summary, ethical leadership plays a noteworthy role in influencing turnover intention by utilizing work-family conflict as a mediator.

These results are consistent with Khan et al. (2024), demonstrating that leadership behaviors significantly influence work-family synergy (WFS), work-family conflict (WFC), and turnover intentions. Although this research shows substantial mediating effects of WFS, the mediating role of WFC lacks statistical significance. The study also reveals that perceived psychological safety (PPS) serves as an important moderator in the relationship between empowering leadership behavior and WFS. Furthermore, the findings establish that WFS mediates the association between empowering leadership behavior and employee turnover intentions.

Ethical leadership has a significant effect on turnover intention through work-family conflict because ethical leadership indirectly shapes a work environment that supports balance between work and personal life (Bajaba et al., 2022). Ethical leaders show empathy toward employees' personal needs, including family responsibilities, provide emotional and instrumental support, such as time flexibility or understanding when employees face family problems, and promote a fair, transparent, and respectful work culture that reduces stress from work demands. Thus, ethical leaders tend to reduce work-family conflict because they pay attention to the balance between work demands and employees' personal needs (Yucel et al., 2023).

H13: Work Engagement (WE) mediates the negative relationship between Ethical Leadership (EL) and Turnover Intention (TI)

According to Table 6, the ethical leadership coefficient for turnover intention with work engagement mediation is -0.018, showing a negative relationship. The t-value of 0.305 is less than 1.645, indicating a lack of significant impact. Therefore, hypothesis H13 is rejected in this study. In summary, ethical leadership has a non-significant negative influence on turnover intention when mediated by work engagement.

The results of this research are consistent with a study done by Theriou et al. (2020), indicating that ethical leadership and effective leadership play crucial roles in predicting turnover intention. Moreover, the connection between ethical leadership, effective leadership, and turnover intention is influenced by the level of work engagement.

Effective ethical leadership directly impacts employees' desire to stay in a company by fostering engagement at work. This leadership style promotes a positive atmosphere in the workplace, leading to higher levels of engagement among employees and a decreased likelihood of them wanting to leave the organization (Naeem et al., 2020). Ethical leaders demonstrate honesty, integrity, and fairness, pay attention to their subordinates' well-being, and become role models for behavior that aligns with moral values. This creates psychological safety, trust, and appreciation from employees, which increases intrinsic motivation and emotional commitment to work. Employees become more enthusiastic, dedicated, and actively involved in their tasks (McKenna and Jeske, 2021).

H14: Job Satisfaction (JS) has a negative effect on Turnover Intention (TI)

The data in Table 6 clearly demonstrates the relationship between job satisfaction and turnover intention. The negative coefficient of -0.225 reveals an inverse relationship, where declining job satisfaction corresponds to increased turnover intention. With a t-value of 2.277 exceeding the critical

threshold of 1.645, this relationship is statistically significant. Consequently, hypothesis H14 is supported. Overall, job satisfaction exhibits a significant negative effect on turnover intention.

These results are consistent with Zumrah and Mokhtar's (2022) findings, which identified five critical workplace factors affecting job satisfaction among executive employees: perceived organizational support, training opportunities, peer support, participative leadership, and job stress. This research provides empirical evidence demonstrating how job satisfaction can reduce turnover rates, especially among executive-level employees in Malaysian public sector organizations.

Employee turnover intentions are shaped by their satisfaction levels, as job satisfaction reflects employees' sense of fulfillment and perceived value within their organization (Imran et al., 2020). Satisfied employees typically demonstrate increased motivation and organizational commitment. They display stronger loyalty and confidence in their workplace's worth, which reduces their likelihood of seeking employment elsewhere (Ramlawati, 2021).

Conclusions

The findings from this study's hypothesis testing demonstrate that ethical leadership significantly impacts employee turnover intentions within consulting firms across the Jabodetabek region through both direct pathways and indirect mechanisms involving work-family conflict, work engagement, and job satisfaction. The research establishes that ethical leadership effectively minimizes work-family tensions while simultaneously enhancing employee engagement and job satisfaction levels. These improvements contribute to lower turnover intentions through multiple channels. The study reveals that work-family conflict negatively affects both employee engagement and job satisfaction, ultimately increasing employees' likelihood of leaving their organizations. Furthermore, the analysis shows that work engagement and job satisfaction function as protective factors against employee departure intentions. When examining mediating effects, work-family conflict appears to weaken the beneficial relationship between ethical leadership and job satisfaction while amplifying turnover intentions. In contrast, work engagement serves as a strengthening mechanism, reinforcing how ethical leadership reduces employees' desires to leave their positions. The research ultimately underscores the critical importance of implementing ethical leadership practices and effectively managing work-family balance issues as key strategies for employee retention and turnover reduction in consulting industry settings.

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