

The Influence of Ethical Leadership and Work-Life Balance on Turnover Intention: The Mediating Role of Job Satisfaction at Puri Raharja General Hospital

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ABSTRACT : Turnover intent is the tendency of employees to leave the organization, which can affect the stability and performance of the facility. The objective of this study is to analyze the role of job satisfaction as a mediator of the influence of ethical leadership and work-life balance on the initial intention of nurses at Puri Raharja Hospital. This is a quantitative associative study with a total of 154 respondents. Questionnaires on a Likert scale were used for data collection, while data analysis was performed using a partial least squares (SEM-PLS) structural equation modeling approach. The results showed that ethical leadership and work-life balance have a negative and significant impact on turnover intent. Work-life balance also has a positive and significant impact on job satisfaction. In addition, job satisfaction has a significant influence on rotation intent and has been shown to convey the influence of ethical leadership and work-life balance on rotation intent. These findings have practical implications for human resource management, particularly for the development of employee retention strategies in the healthcare industry.

KEYWORDS - *Ethical Leadership, Work-Life Balance, Turnover Intention, Job Satisfaction, Traditional Turnover Intention*

I. INTRODUCTION

The government of the province of Bali is actively developing the potential of health tourism by drafting supporting regulations, building a network of facilities and strengthening the health information system. This initiative is in line with the development of the Bali Cultural Centre (PKB), an integrated culture-based space that integrates the functions of education, conservation, recreation and sustainable creative industries within the framework of green sustainable development, a sustainable development concept that emphasizes the harmony between economic progress, cultural preservation and environmental sustainability (Sedia, 2023). In this ecosystem, hospitals as advanced healthcare institutions (FKRTL) play a central role in providing curative, rehabilitative, supportive, and preventive services (Sukur et al., 2019). However, improving the quality of service is highly dependent on effective human resource management. Poor human resource management practices can trigger departure intentions, i.e. the tendency of personnel to disengage from the institution, which threatens the stability of institutions, including in the healthcare sector (Nivethitha et al., 2018). This scholarly investigation seeks to examine the challenges of management of personnel resources in clinical settings within the framework of health tourism advancement in Bali, taking into account sustainability and the local socio-cultural context.

Turnover intentions are an expression of low loyalty and potential organizational instability (Ksama & Wibawa, 2016). Mobley (1977) set the threshold for high turnover at 10 percent per year. The RSU Puri Raharja recorded the highest average fluctuation at 15.6% in 2022, indicating a worrying state of affairs. High turnover disrupts operations, incurs costs for new hires and reskilling and reduces the quality of service (Chen et al., 2020; Hasyim et al., 2020). This phenomenon is consistent with the decision-making process of employee turnover, in which the intention to attrition is a crucial stage before the actual departure of employees (Mobley, 1977). In healthcare, retaining competent human resources is a strategic investment for the sustainability of the organization.

Although it does not always lead to actual turnover, turnover intent is an important indicator to anticipate the risk of employees leaving (Mobley, 1977). The RSU Puri Raharja has had a turnover rate of over 10 percent in the last three years, so further analysis is needed to determine whether the intention to fluctuate is the main cause (Eko, 2022). The financial impact of turnover includes hiring costs, training costs, and lost productivity (Lehtonen et al., 2021). Triggering factors include organizational commitment of managers and job satisfaction (Nivethitha et al., 2018). To respond to this, RSU Puri Raharja has implemented a 3P remuneration

system, i.e. remuneration for person, position and performance, to increase motivation and retention (Fitrios et al., 2021). This approach is in line with the recognition that competitive compensation is a major contributor to employee retention (Fadila, 2021).

Turnover intent refers to an individual's predisposition or inclination to voluntarily depart from their current employment in pursuit of alternative job opportunities (Kusumaeni et al., 2022). Traditional turnover theory explains that dissatisfaction and low organizational commitment trigger exit intentions that begin with a job evaluation that thinks about quitting and looking for alternatives (Mobley et al., 1977; Fishbein and Ajzen in Hom et al., 2024). This theory considers push factors such as job dissatisfaction, pull factors like alternative employment opportunities, and individual characteristics including demographic and cognitive factors, such as the propensity to resign (Holtom et al., 2006). Hom et al. (2024) added that attitudes toward quitting are a stronger predictor than mere intent to leave. The investigations by Bannister and Griffeth (1986) also confirm that the intention to leave has a greater influence than the search for another job.

Job satisfaction relevant to a positive psychological state derived from an employee's assessment of their job and the surrounding work conditions (Handoko, 2016; Locke, 1969; Yu et al., 2020). This rating reflects both positive and negative perceptions of the workplace (Yadav and Sharma, 2021). The majority of research suggests that job satisfaction is inversely related to the desire to resign; as satisfaction increases, the likelihood of departure tends to decline (Hasyim et al., 2020; Kim et al., 2024; Shabrina & Prasetyo, 2018). However, there are also opposite results from Olawale et al. (2016) and Rostandi (2021), which show a positive relationship, so the relationship between these two variables is still complex. In general, job satisfaction is associated with better performance, high engagement, and low turnover (Deschenes, 2023).

Ethical leadership refers to the leader's ability to promote ethical behavior to improve effectiveness and support the reporting of problems (Ren, 2017). Studies show that ethical leadership increases job satisfaction (Reza, 2018) and lowers turnover intent (Puspasari, 2016), although there is evidence that the impact can be indirect or insignificant, depending on the context (Fitriana, 2020).

Work-life balance refers to the equilibrium maintained amid occupational responsibilities and personal domains, helps reduce employee turnover. This balance has been shown to reduce intentions to leave and increase work engagement (Chrisdiana & Rahardjo, 2019; Kakar et al., 2021; Kerdpitak & Jermstiparsert, 2020). However, some studies found an insignificant and even positive relationship (Afnisya and Aulia, 2021; Ferzanita, 2023), suggesting contextual dynamics.

This research explores how ethical leadership and work-life balance influence employees' intentions to resign, with job satisfaction serving as an intermediary factor, using RSU Puri Raharja as the case study. This study examines seven relationships between the variables, including the direct impact and the mediating role. Theoretically, this study contributes to the refinement of traditional turnover theory and advancements in human resource management, particularly concerning turnover intent. Practically, the findings may serve as a foundation for formulating human resource policies within hospital settings. The scope of this study focused on nurses' perceptions at RSU Puri Raharja; therefore, extending the findings to different organizational settings requires careful consideration.

II. HYPOTHESES DEVELOPMENT

Ethical leadership serves as a foundational element in engendering an affirming workplace atmosphere through the application of fairness, clarity of roles, and concern for employee well-being (Brown et al., 2005; Feldman, 2015). These characteristics can reduce work stress and increase organizational efficiency, which in turn reduces the tendency of employees to churn (Demirtas & Akdogan, 2015). Several previous studies have confirmed the negative association between ethical leadership and employee intent (Imran et al., 2018; Marquardt et al., 2022; Nejati et al., 2021; Shareef & Atan, 2019; Taghrid et al., 2020), although contradictory results have also been found (Fitriana, 2020). The first hypothesis is put forward:

H₁: Ethical leadership has a negative and significant influence on employee turnover intentions.

A suboptimal work-life balance is an important trigger for turnover intentions, as an imbalance between professional and personal demands can increase stress and emotional exhaustion (Dessler, 2020; Kakar et al., 2021). Conversely, a well-maintained balance can diminish employees' propensity to resign from the organization (Attar et al., 2021). Empirical evidence in the healthcare sector also shows a negative and significant association between work-life balance and employee intent (Kerdpitak & Jermstiparsert, 2020; Rony et al., 2023; Salahat & Al-Hamdan, 2022; Saufi et al., 2023). The hypothesis is put forward:

H₂: Work-life balance has a negative and significant influence on employee turnover intentions.

Job satisfaction reflects workers' favorable disposition toward their occupation, shaped by internal aspects like meaningfulness in tasks and external components such as compensation, managerial support, and interpersonal connections (Nabawi, 2019; Prasetyo et al., 2018). Under traditional turnover theory (Mobley, 1977), job dissatisfaction triggers a reassessment that can lead to a desire to leave the company. Empirical evidence shows that job satisfaction is inversely relevant to the intention to change jobs (Saraswati & Lataruva,

2020, Lehtonen et al., 2021, Ardianto & Bukhori, 2021; Kim et al., 2024; Ladelsky & Lee, 2022; Wang et al., 2020). The third hypothesis is put forward:

H₃: Job satisfaction has a negative and significant influence on employee turnover intentions.

Ethical leaders who maintain an open communication style and support moral values are able to build trust and increase job satisfaction (Kim et al., 2021; Richard, 2020). The finding of several studies indicate a positive association between ethical leadership and job satisfaction (Imran et al., 2018; Marquardt et al., 2022; Nejati et al., 2021; Shareef & Atan, 2019; Taghrid et al., 2020). The fourth hypothesis is put forward:

H₄: Ethical leadership has a positive and significant influence on employee job satisfaction.

Work-life balance plays a vital contribution to enhancing job satisfaction by giving employees greater flexibility in managing their time and energy. Evidence from the healthcare and manufacturing industries suggests that organizations promoting this balance tend to see improvements in both employee morale and job performance (Boakye et al., 2023; Hamid et al., 2020; Jessica et al., 2023; Kim et al., 2021; Nurjayanti et al., 2024). The fifth hypothesis is put forward:

H₅: Work-life balance has a positive and significant influence on employee job satisfaction.

From a conceptual perspective, ethical leadership not only has a direct impact on turnover intent, but also affects psychological variables of employees such as job satisfaction (Trevino et al., 2003; Nejati et al., 2021). When personnel perceive themselves as appreciated and bolstered, and are granted opportunities for professional advancement, job satisfaction increases, resulting in reduced turnover motivation (Festim, 2020). The results of Imran et al. (2018) and Nejati et al. (2021) point to a mediating effect. The following hypothesis is put forward:

H₆: Job satisfaction conveys the negative influence of ethical leadership on employee turnover intentions.

Job satisfaction functions as an intermediary in the linkage between work-life balance and employee turnover tendencies. As organizations encourage practices that sustain a healthy division between job duties and personal time, it not only enhances satisfaction at work but also strengthens employee commitment and lowers the likelihood of resignation (Dorta-Afonso et al., 2023; Dube & Ndofirepi, 2024; Zhang et al., 2024). Other studies support this mediating role (Berber et al., 2022; Bocean et al., 2023; Khalid & Sahibzada, 2023; Raju & Shruthi, 2022). The seventh hypothesis is put forward:

H₇: Job satisfaction conveys the negative influence of work-life balance on employee turnover intentions.

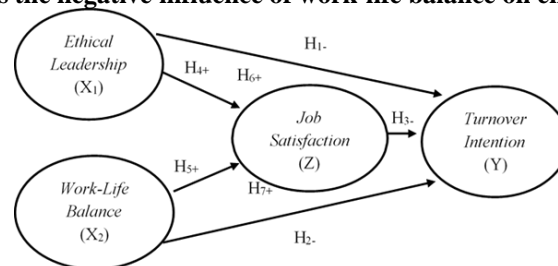


Fig 1. Model of Conceptual Framework

III. RESEARCH METHODS

In this study, an associative quantitative approach was used to analyze the relationship between ethical leadership (X₁), work-life balance (X₂), job satisfaction (Z), and turnover intention (Y) at RSU Puri Raharja. The study involved all 154 nurses with a minimum of one year of service, applying a saturated sampling technique given the small and manageable population size. The data was collected using an offline distributed questionnaire based on a Likert scale of 1-5, which measured indicators for each variable: turnover intention (Mobley, 1977), job satisfaction (Job Descriptive Index), ethical leadership (Ethical Leadership Scale), and work-life balance (McDonald et al., 2005). The instruments were tested for their validity (Pearson correlation >0.3) and reliability (Cronbach's Alpha >0.6). Data analysis was performed using Structural Equation Modeling (SEM) with partial least squares (PLS) to evaluate the measurement model (external model) and the structural model (internal model). The evaluation of the model included tests of convergent validity (factor weights > 0.7), discriminant validity (AVE > 0.5), composite reliability (> 0.6) and predictive relevance (Q² > 0). Hypothesis tests were conducted by examining the significance of path coefficients (t > 1.96) and performing mediation analysis using Variance Accounted For (VAF).

IV. RESULTS AND DISCUSSION

4.1 Result Analysis

A total of 154 nurses from RSU Puri Raharja participated in the research, with a predominant proportion being women (79.2%) and most aged 20–25 years (54.4%). Most respondents had an S1 education (55.8%) and worked for 1-2 years (44.2%). This demographic profile forms the basis for further analysis of the research variables.

Findings from the variable description indicates that the intention to fluctuate is in the category “moderately high” (mean value 3.06), with the indicator “thought of quitting” making the largest contribution (3.44). Job satisfaction is generally in the “satisfied” category (mean value 3.43), with the indicator “work itself” (3.71) being the most important, while the opportunities for advancement were rated the worst (3.12). Work-life balance was fairly good (mean 3.34), with the satisfaction indicator for work-social obligation balance being the highest (3.49). Ethical leadership is in the moderately strong category (mean 3.35), with the indicators of the leader’s personal ethics (3.71) and discipline (3.56) being the most important aspects.

The outer model results validated the accuracy and consistency of the measurement tools. All indicator loadings exceeded 0.70, and each construct’s AVE surpassed 0.50, meeting convergent validity standards. Discriminant validity was confirmed as each item correlated more strongly with its own construct than with others. Reliability was ensured with Cronbach’s alpha and composite reliability values above 0.70 across all variables.

The structural model showed that ethical leadership and work-life balance significantly affected job satisfaction ($R^2 = 0.427$) and turnover intention ($R^2 = 0.519$), with a Q^2 value of 0.724 indicating strong predictive capability. Both ethical leadership ($\beta = -0.230$, $p < 0.05$) and work-life balance ($\beta = -0.343$, $p < 0.05$) negatively impacted turnover intent. Job satisfaction also had a significant inverse effect on turnover intention ($\beta = -0.274$, $p < 0.05$).

Job satisfaction partially mediated the link between the two independent variables and turnover intent. The indirect effects were -0.132 ($p < 0.05$) for ethical leadership and -0.065 ($p < 0.05$) for work-life balance. These findings affirm the mediating role of job satisfaction in reducing turnover intention, underlining its strategic value in employee retention.

4.2 Discussion

Ethical leadership substantially lowers the intention to leave among nurses at Puri Raharja Hospital. Such findings correspond with social exchange theory (Blau, 1964), which explains that ethical leadership creates a positive work environment through organizational justice and caring for employees (Brown et al., 2005) and thus strengthens employee engagement (Demirtas & Akdogan, 2015). Key indicators such as ethics-based discipline and the discussion of ethical values are crucial factors in reducing employees’ desire to leave the company. This finding is consistent with previous research (Imran et al., 2018; Shareef & Atan, 2019; Taghrid et al., 2020), this highlights the vital influence of ethical conduct by leaders in retaining employees. Accordingly, strengthening ethical capabilities should become a strategic focus for leadership in the healthcare sector.

Work-life balance significantly and inversely affects turnover intentions. This implies that employees at RSU Puri Raharja who can effectively manage their job responsibilities alongside personal commitments are less inclined to consider leaving the organization. Key factors supporting this include the proportional distribution of the workload due to the increased number of employees, an organized shift system, and the absence of work requirements outside of working hours. This result is in line with the traditional turnover theory (Mobley, 1977), this indicates that when individuals view their work environment favorably, their desire to resign diminishes. These findings are consistent with earlier research (Giauque et al., 2019; Kim et al., 2024; Rony et al., 2023), which confirm the crucial role of work-life balance in promoting organizational engagement. It follows that humane workload regulations and shift systems should be central considerations in hospital staffing policy.

Job satisfaction has a negative and significant influence on turnover intention, which concurs with traditional turnover theory (Kumar et al., 2012; Mobley, 1977). These findings imply that personnel at RSU Puri Raharja who experience fulfillment in their roles, particularly as a result of internal motivations such as a sense of purpose and interpersonal support, are generally less inclined to consider leaving the organization. This condition is reinforced by a supportive work environment, including a proportional distribution of work and clear supervision. This conclusion is coherent with past research (Kim et al., 2024; Wang et al., 2020), which confirm the importance of job satisfaction in retaining employees by creating a collaborative work climate and reducing work stress. It follows that employee retention strategies must focus on strengthening factors that influence job satisfaction, such as optimizing workloads, positive interpersonal relationships, and effective support from regulators.

Ethical leadership has a positive and significant impact on the job satisfaction of the employees at RSU Puri Raharja. This finding is consistent with the theory of social exchange (Blau, 1964), which explains that ethics-based leadership practices create a positive work climate through open communication about ethical values, consistent discipline, and fair treatment (Nejati et al., 2021). Essential indicators like enforcing consequences for ethical breaches and fostering open dialogue on moral principles were especially effective in enhancing job satisfaction. This finding supports previous research (Imran et al., 2018; Taghrid et al., 2020), which indicate that ethical leadership fosters an emotional connection between staff and the organization

through a nurturing work atmosphere (Kim, 2011). Therefore, enhancing ethical competence among hospital managers is essential for fostering greater satisfaction among staff.

Work-life balance has a positive and significant impact on job satisfaction at RSU Puri Raharja. Employees' capacity to manage the requirements of both professional and personal spheres has been shown to contribute to a positive evaluation of their work. Further analysis shows that appropriate division of tasks and minimal interference of work in private life are the most important factors that increase job satisfaction. This result is consistent with traditional turnover theory (Mobley, 1977), which emphasizes the importance of a positive evaluation of working conditions for job satisfaction. This result is also in line with previous studies (Boakye et al., 2023; Hamid et al., 2020; Nurjayanti et al., 2024), indicating that institutional backing for work-life balance is a key factor influencing employee satisfaction, mainly in the hospital sector, which is characterized by high work pressure. As a result, management must maintain and strengthen measures that support flexibility and a fair distribution of the workload.

Job satisfaction did not serve as a linking factor between ethical leadership and employees' desire to resign from the organization (only direct mediation according to the criteria of Hair et al., 2022), although ethical leadership had a positive effect on job satisfaction and a negative effect on the intention to leave the company. This result suggests that while employees felt higher job satisfaction due to ethical leadership, this did not significantly reduce their desire to resign from the organization. This result supports the perspective of Fishbein and Ajzen (1975), who highlight the complexity of the fluctuation phenomenon, since various push and pull factors play a role in addition to job satisfaction. The agreement of this result with previous research (Wahyudi, 2022; Rambli, 2020) supports the argument that the effect of leadership rooted in ethics on employee retention can come through mechanisms other than job satisfaction, such as organizational engagement or engagement in the workplace. It follows that management interventions to reduce turnover intention must consider non-psychological factors such as labour market conditions and available job alternatives.

The findings affirm that job satisfaction partially mediates the relationship between work-life balance and employees' intention to leave, consistent with traditional turnover theory (Mobley, 1977). Employees who manage to balance work and personal responsibilities tend to report higher satisfaction, which lowers the likelihood of resignation. This link operates through both direct effects and indirect influences via job satisfaction, a pattern also observed in previous studies (Berber et al., 2022; Zhang et al., 2024). Therefore, managerial interventions to promote work-life balance, such as employee turnover programs, have been shown to be effective. For example, workload regulation and flexible working hours can reduce the intention to leave the organization, directly or indirectly, by increasing job satisfaction. These results underline the importance of a holistic approach to hospital human resources policy to maintain the sustainability of healthcare staff.

V. CONCLUSION

This study identifies ethical leadership and work-life balance as critical elements shaping employees' resignation tendencies, with job satisfaction functioning as an intervening variable within the organizational environment of Puri Raharja Hospital. The findings reveal that both ethical leadership and work-life balance directly lower employees' intentions to resign and simultaneously enhance job satisfaction, which partially mediates the reduction of resignation intent. From a theoretical standpoint, the study expands insight into mediation frameworks within human resource management, particularly in Indonesia's healthcare industry, and contributes to refining predictive models related to employee turnover in high-pressure work settings.

On a practical level, the findings suggest that hospital administrators should implement ethics-oriented leadership development programs, revise workplace policies to promote work-life balance, and enhance intrinsic elements of job satisfaction, including job structure and interpersonal interactions in the work environment. However, the results can only be generalized to a limited extent, as they focus on only one institution and use a cross-sectional approach. It is recommended that future research include different types of healthcare facilities, use longitudinal methods, and consider other variables such as external compensation or job retention to enrich contextual and culturally relevant staff retention models.

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