

Influence of Emotional Exhaustion, Job Satisfaction and Organization's Ethical Climate on Turnover Intention

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Article Information

Article History

Received, September 11, 2025

Revised, September 27, 2025

Accepted, September 29, 2025

Published, September 30, 2025

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ABSTRACT

This study aims to analyze the influence of emotional exhaustion, job satisfaction, and organizational ethical climate on turnover intention among Mie Gacoan employees in Tangerang Regency. The high level of employee desire to change jobs is a serious challenge for organizations in maintaining a productive and competitive workforce. This study uses a quantitative approach using a purposive sampling method through the distribution of questionnaires to 110 respondents and those who have worked for less than 3 years. This purpose is to test or validate the conceptual research model. The data for this study were collected through a survey method using Google Forms, an online questionnaire application. The use of the method in data analysis Structural Equation Modeling - Partial Least Square (SEM-PLS) using SmartPLS 4 to test each indicator is valid and reliable. The results of the study indicate that emotional exhaustion, job satisfaction, and organizational ethical climate have a significant effect on turnover intention. This study provides important implications for management in designing effective strategies to reduce turnover intention through the creation of an ethical work environment, increasing job satisfaction, and managing employee emotional burden.

Keywords: Emotional Exhaustion, Job Satisfaction, Organization's Ethical Climate, Turnover Intention

1. INTRODUCTION

In an increasingly competitive world of work, organizations are faced with a major challenge in retaining employees to stay loyal and productive. One of the human resource management that cannot be managed properly, will be able to cause turnover intention on employees who increase and in turn can cause employees to leave the company (Fachridian et al., 2024; Pratama et al., 2023). Turnover intention Employees need to be paid attention to by the company for handling turnover intention that can be achieved through improvement emotional exhaustion, organization's ethical climate, and job satisfaction (Mulki et al., 2019). Turnover intention reflects the employee's psychological or behavioral condition that led to the employee's desire to decide to leave the job (Anggara & Nursanti, 2019). Turnover intention shows that employees can have an impact on decreased productivity, low work motivation and lack of work morale in employees (Pujianto & Widyantoro, 2024). Moreover turnover intention is a reflection of the employee's assessment of the relationship with the company, but does not guarantee a definitive action for the employee to leave the company (Saerang et al., 2020).

Based on data State Engagement (2023) On June 1, 2023, there was a phenomenon that

occurred to Mie Gacoan employees. Some employees often work more than 8 hours per day, especially during peak hours. Internal surveys show that 65% of employees complain about a workload that is too heavy. Meanwhile, on June 2-5, there was a decrease in Mie Gacoan's employees' salaries below industry standards, employees showed that their salaries were 10-15% lower. On the other hand, 70% of employees feel that salaries are not commensurate with the workload they run. In context turnover intention employees due to a company that has job satisfaction tend to contribute to organizational goals or objectives and have a low desire to leave the company (Ardana, 2018). Level job satisfaction plays an important role in attracting or retaining qualified employees and increasing employee loyalty and avoiding the occurrence of turnover intention (Susanti & Halilah, 2019).

Moreover emotional exhaustion can be triggered by turnover intention Employees can be affected by job demands and workloads (Agustina & Setyaningrum, 2022; Alfarol & Bahwiyanti, 2023). Employees have behavioral and attitude factors that have been associated with emotional exhaustion and turnover intention Voluntarily (Putri & Tiarapuspa, 2023). Emotional exhaustion that connects turnover intention With the admonition that too high the demands of work will have an impact on employee fatigue (Azharudeen & Arulrajah, 2018). Employees who feel emotional have a tendency to quit the company (Kim et al., 2020). Organization's ethical climate (OEC) does not contribute to increased employee loyalty, but also plays a role in reducing turnover intention (Mulki) et al., 2019). The OEC has a crucial role in influencing turnover intention. Employees who leave an organization will arise if the employee is uncomfortable at work due to an uncondusive OEC and the existence of employee job satisfaction that tends to be low (Institutions & Main, 2018).

Previous research that supports and discusses the influence of emotional exhaustion tuttgart turnover intention (Rahmawati & Muhdiyanto, 2019; Riania & Nisa, 2022) ; Job satisfaction against turnover intention (Alzoubi et al., 2024; Denmark et al., 2024) ; Organization's ethical climate against turnover intention (Janwarin & Made Narsa, 2022; Rustiawan, 2023).

This research develops a research model Mary et al (2020)in SME employees in Malaysia by adding a job satisfaction and turnover intention which has not been discussed in previous research. Job satisfaction High is often associated with increased employee productivity and performance. Satisfied employees tend to be more motivated and contribute positively (Munir, 2023). Meanwhile, turnover intention reflects ineffectiveness and reduces efficiency and productivity, resulting in companies not being able to manage their human resources, so that turnover intention tall (Zainaty, 2021). The object of this research is focused on Mie Gacoan employees in the Tangerang Regency area. The purpose of this study is to analyze how job satisfaction, emotional exhaustion, and organization's ethical climate affect turnover intention in Mie Gacoan employees in the Tangerang Regency area. It is hoped that this research can provide insight and understanding that these factors can affect employee turnover intention , as well as provide useful recommendations for management in improving employee retention.

LITERATURE REVIEW

Emotional Exhaustion

Emotional Exhaustion is emotional exhaustion that occurs when feelings of stress and fatigue arise resulting from a job (Christians et al., 2021). Emotional exhaustion having excessive emotional feelings and being tired of work, this manifests itself in the form of physical fatigue, psychological and emotional feelings that are drained (Averina & Widagda, 2021). Meanwhile, according to Periodical et al (2021) emotional exhaustion as a fatigue in employees characterized by helplessness and depression. Emotional exhaustion is an emotional condition in which employees feel tired and experience physical and mental exhaustion as a result of increased demands on activities or work (Ariswanti et al., 2021). By Liftyawan et al (2020) that it is inferred from emotional exhaustion that is, emotional exhaustion caused by the depletion of resources, energy and

time caused by excessive role conflicts.

Job Satisfaction

Job satisfaction defined as an employee's belief in the employee's job and working conditions that reflects the correlation between employee expectations and the benefits the company provides to employees (Aydin, 2022; Saks, 2006). The level of satisfaction felt by employees with various aspects of the employee's work, such as salary, quality of work, opportunities for growth, and relationships with colleagues (Rizky et al., 2023; Sukarno et al., 2020; Takaya et al., 2019). Job satisfaction is a positive emotional attitude that reflects a sense of pleasure and love for work, which is reflected through work ethic, discipline, and achievement and can be felt both inside and outside the work environment (Kurniawati et al., 2024; Situmorang et al., 2023; Takaya et al., 2020). By Waspodo et al (2013) that job satisfaction is an attitude of an employee that describes the attitude of fulfilling some desires and needs through work activities.

Turnover Intention

Turnover intention refers to an employee who wants an alternative job elsewhere, but this desire is not evident in his behavior (Meidiyanty et al., 2023; Mulyadi et al., 2020; Nurdiansyah et al., 2020). Turnover intention is the employee's intention to leave the organization, which indicates the employee's awareness and intentional desire to quit the organization (Kuuyelleh et al., 2023). Turnover intention is an employee's desire that manifests in the form of thoughts or considerations, either as plans or intentions, that have not been realized in real action (Mansyah & Rojuaniah, 2021). Based on opinion Dirga & Arfah (2019), the conclusion that turnover intention is a feeling that has not been done but it has become a consideration for employees to continue and stay in the same organization or get up and stop to look for other opportunities.

Organization's Ethical Climate

Organization's ethical climate is defined in the company because of the establishment of an organizational condition based on mutual trust and the formation of relationship management between employees (Bachtiar et al., 2023; Diatmono et al., 2020; Supiati et al., 2021). According to Koksai & Mert (2024), organization's ethical climate It focuses on the dimensions of employee perception, attitudes and behaviors, while organizational culture emphasizes the norms and values that underlie employee behavior. Organization's ethical climate The positive ones are characterized by open communication, trust, fairness and support for the organization (Ramli, 2018). Based on opinion Mother's Market et al (2023) that there is a conclusion related to organization's ethical climate is an employee's perception of the organization where the employee works that arises due to organizational activities that directly affect employee behavior.

Relationships Between Variables

The Effect of Emotional Exhaustion on Turnover Intention

Emotional exhaustion That affects turnover intention has the basis that the demands of work that are too high will have an impact on a form of emotional exhaustion of employees that causes stress and feelings of emotional drain. Employees who are overburdened may experience emotional exhaustion, which leads to a decrease in the quality of work, this can increase turnover intention (Saleh et al., 2023). In addition, employees have indications of relationships emotional exhaustion against turnover intention that high work pressure, including constant stress, can cause physiological fatigue (Febriani et al., 2023; Imran et al., 2020; Saputra et al., 2024). Emotional exhaustion This can lead to employees becoming more aware of situations that do not meet employee expectations, this can include a more pronounced feeling of dissatisfaction with the job or work environment, which in turn can increase turnover intention (Baina & Tiarapuspa, 2023). Meanwhile, Sundari & Meria (2022) explains that the underlying concept emotional exhaustion

against turnover intention have an employee's emotional state triggered by work pressure. Emotional exhaustion has been consistent with revealing a positive correlation with turnover intention which has the main components.

H1: Emotional exhaustion has a positive effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

Job satisfaction is one of the main factors influencing turnover intention. The higher the level of job satisfaction an employee feels, the lower the likelihood that they will leave the company. Employees who are satisfied with their jobs feel valued, engaged, and motivated to stay, thus reducing the intention to look for other jobs (Sundari & Meria, 2022). Increase job satisfaction Employees can benefit the organization in various ways, one of which is reducing the level of turnover intention employee (Meeting) et al., 2024). Instead job satisfaction Low can predict turnover intention, as disgruntled employees tend to consider leaving and looking for a better job (January & Ayani, 2019). Thus, increasing job satisfaction can provide benefits for the organization, one of which is to reduce the rate of turnover intention (Ramlawati et al., 2021). Job satisfaction provide benefits to the organization in various ways, one of which is reducing the turnover intention on employees (Luo et al., 2024). Therefore, job satisfaction negative effects on turnover intention, which means the lower the job satisfaction, the higher the employee's intention to leave the company. Based on this description, the hypothesis proposed is as follows:

H2: Job satisfaction has a negative effect on turnover intention

Organization's Ethical Climate dan Turnover Intention

Organization's ethical climate creating a work culture that affects employees' perception and work experience, it can be the main factor that will affect the turnover intention in the company. Organization's ethical climate indicates that the presence of turnover intention in employees who have confidence in their leaders are less likely to leave the job (Laughs) et al., 2024). According to Torner et al (2024) that employee perceptions regarding organization's ethical climate of a company has a very important role in influencing the level of turnover intention. Organization's ethical climate have characteristics that distinguish one organization from another that can influence employees so that they are willing to work voluntarily without being forced (Rustiawan, 2023). Relationship between organization's ethical climate and turnover intention have a positive effect in contributing significantly to the reduction of resignation intentions for employees (Agustina & Hayati, 2023). Based on the above hypothesis, the following hypotheses were developed:

H3: The organization's ethical climate has a positive effect on turnover intention.

The hypothesis framework that has been described shows that the research model can be described in Figure 1 as follows:

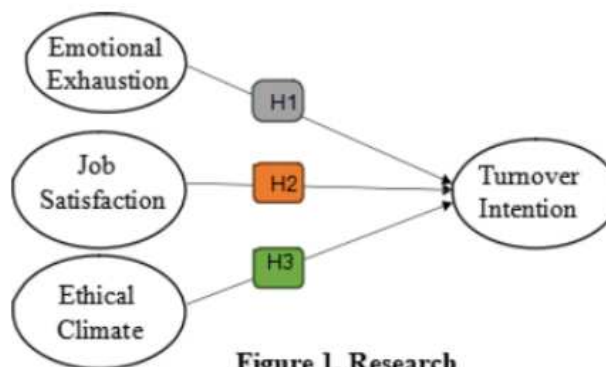


Figure 1. Research

RESEARCH METHODS

The design of this study uses a descriptive approach using a quantitative model. According to Sugiyono (2013) Quantitative research is a research method based on philosophy positivism, which emphasizes on the statistical analysis of data from a specific population or sample using research instruments. The purpose of this study is to test previous hypotheses. Data was collected through the survey method by distributing questionnaires online through platform Google Forms.

In this study, the questionnaire that will be distributed uses a scale Likert with a scale from 1 to 4 as an alternative answer that has its own score Cropanzano et al (2017), where alternative answers include: Strongly Disagree (STS), Disagree (TS), between Agree (S), Strongly Agree (SS). So that the variable statement instrument studied was adapted from previous research. There are 22 items in the questionnaire that measure the 5 variables taken. Consists of 6 items for variables emotional exhaustion (Li et al., 2023). 4 items for variables organization's ethical climate (Elçi et al., 2020). 6 variable questions job satisfaction (Situmorang & Heryjanto, 2024). 6 items for variables turnover intention (Meral) et al., 2019).

The study population is Mie Gacoan employees in Tangerang Regency. Sampling technique using purposive sampling with the criteria of permanent employees who have worked for less than 3 years. Refers to Hair et al (2013), the number of samples was determined 5 times the number of indicators (22×5) = 110 respondents. Before the main data collection, validity and reliability tests were carried out on 30 respondents.

The data analysis method in this study uses Structural Equation Model Partial Least Square (SEM-PLS) and the data is processed using SmartPLS software with data analysis involving 2 measurement models, namely Outer Model Analysis there are 5 parameters, namely: Validity Convergent Value (loading factor) greater than 0.7, Average Variance Extracted (AVE) greater than 0.5, Discriminant Validity measured by a heterotrait-monotrait ratio (HTMT) value must meet the criterion < 0.85 . If the HTMT value is below 0.85, then the validity of the discrimination is considered fulfilled (Hair et al., 2022). Furthermore, the Composite Reliability Analysis must have a value greater than Cronbach's Alpha 0.70 and $Rho_A > 0.60$ (Hair et al., 2013). Meanwhile, the measurement of the structural model (Inner Model Analysis) uses 4 parameters, namely: Path coefficients value, Adjusted R Square value (R^2), F-Square value and model fit (goodness of fit index) (Hair et al., 2019). The hypothesis significance test was carried out using the t-value for the one-tailed test was 1.65 and for the significance level (p value < 0.05), meaning that it was said to be significant if the p value was less than 0.05 and the t value must be greater than 1.65.

This research was conducted for validity and reliability tests pretest This study uses software SPSS. The validity test was carried out through the Pearson product moment method by calculating the correlation between the score of each question and the total score. An instrument is considered valid if the resulting significance value (p) < 0.05 . If the calculated value $>$ table, then the item on the questionnaire is declared valid. Conversely, if the count $<$ rtable the item is considered invalid. Then, for the reliability test, it can be tested through the Cronbach's Alpha according to Goddess et al (2022) i.e. the variable or construct is considered reliable if the value Cronbach's Alpha (α) produced > 0.6 . Where the closer the number 1, the better and feasible the instrument is to be used for research on all respondents (Hair et al., 2010).

RESULT

Respondent Characteristics

The results of the data collection of this study involved 110 respondents who were employees of Mie Gacoan with certain criteria set through the questionnaire dissemination process. There are several criteria that include respondents and those who have worked for more than 3 years, aged from 20-50 years. The demographics of the respondents in this study consisted of several main characteristics, such as gender, age, domicile, and length of time working at Mie Gacoan. Based on data obtained through the distribution of questionnaires using Google Form, the

majority of respondents consisted of men as much as 38.7%, while female respondents consisted of 61.3%.

In terms of age, some respondents are in the age range of 26 - 31 years old which has a percentage of 18.5%, which indicates that the majority of employees are in the early or relative productive age who are still in the stage of building their careers. The age range of other respondents was 20 - 25 years old was 41.9%, 32 - 36 years old was 21%, 37 - 43 years was 12.9%, and the age of respondents from 44 – 50 had a percentage of 2.4%.

Testing Outer Model Analysis

The CFA (Confirmatory Factor Analysis) analysis is used to ensure that the indicators in this study really reflect the constructs that can be measured. Meanwhile, the evaluation was carried out by reviewing the value of the loading factor with Cronbach's Alpha in each construct. Based on the CFA results on all indicators obtained that all constructs have a loading factor above 0.70, the lowest value is 0.714 in the JS4 indicator. This finding can confirm that all indicators are valid and able to measure a construct precisely. On the other hand, each construct can show that Cronbach's Alpha value is greater than 0.70, which can identify that all indicators are reliable and consistent.

Table 1. CFA Analysis Results

	Emotional exhaustion	Job Satisfaction	Organization's ethical climate	Turnover Intention
EE1	0.809			
EE2	0.833			
EE3	0.824			
EE4	0.899			
EE5	0.835			
EE6	0.746			
JS1		0.788		
JS2		0.757		
JS3		0.754		
JS4		0.714		
JS5		0.863		
JS6		0.755		
OEC1			0.732	
OEC2			0.801	
OEC3			0.828	
TI1				0.703
TI3				0.785
TI4				0.844
TI5				0.884
TI6				0.805

Source: SmartPLS 3 Data (2025)

Convergent Validity Test

In the convergent validity test, it can be measured through the Average Variance Extracted (AVE) value. The AVE value of discriminant validity can serve to ensure that each construct in a latent variable has unique properties and is different from the other constructs. The results of the analysis show that all constructs have an AVE value of 0.5, which means that they have met the criteria for convergent validity. In addition, the results of Cronbach's Alpha values and Rho_A exceeding 0.6 indicate that the reliability requirements have been met. Meanwhile, the result of the reliability value on composite reliability is greater than 0.7 which indicates that all construct indicators are reliable. It can be seen that the composite reliability value of the entire construct is

much higher than Cronbach's Alpha value, which further corroborates the evidence of the indicator's internal consistency.

Table 2. Validity and Reliability

Variable	Item	Factor Loading	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Emotional exhaustion	EE1	0.809	0.906	0.907	0.928	0.682
	EE2	0.833				
	EE3	0.824				
	EE4	0.899				
	EE5	0.835				
	EE6	0.746				
Job satisfaction	JS1	0.788	0.864	0.868	0.899	0.598
	JS2	0.757				
	JS3	0.754				
	JS4	0.714				
	JS5	0.863				
	JS6	0.755				
Organization's ethical climate	OEC1	0.755	0.729	0.739	0.847	0.649
	OEC2	0.809				
	OEC3	0.850				
Turnover intention	TI1	0.705	0.871	0.881	0.904	0.613
	TI3	0.783				
	TI4	0.845				
	TI5	0.885				
	TI6	0.805				

Source: SmartPLS 3 Data (2025)

The results of the construct reliability analysis, for the four variables in this study, namely have met the criteria for convergent validity and reliability tests. In the emotional exhaustion variable, all indicators have a factor loading value above 0.70, ranging from 0.746 to 0.899, which indicates that it contributes significantly to the formation of constructs. Meanwhile, Cronbach's Alpha value is 0.907 and Composite Reliability value is 0.928 which indicates a high level of internal consistency, on the other hand, the AVE (Average Variance Extracted) value is 0.682. The job satisfaction variable shows that the performance measurement is excellent, with a loading factor value between 0.714 and 0.863. On the other hand, Cronbach's Alpha value is 0.868 and the Composite Reliability value is 0.899, which indicates that the reliability is very high, in addition to the AVE value of 0.598 which exceeds the minimum limit of 0.50, so that it can support the convergent validity test of this construct.

Furthermore, based on the Organization's ethical climate variable, it has a factor loading value of 0.755 to 0.850, all of which are above the minimum standard of 0.70, which shows that all of these indicators contribute well to a construct. Cronbach's Alpha value of 0.729 and Composite Reliability value of 0.847 indicate strong internal consistency, while the AVE value results of 0.649. The turnover intention variable had a loading factor between 0.705 to 0.885, Cronbach's Alpha value of 0.871 and a Composite Reliability value of 0.904, AVE value of 0.613, all of which met the criteria. Based on the four variables in this study, it can be declared reliable or valid so that it can be used for structural model testing at the next stage of analysis.

Discriminating Validity Test

Testing of the validity of discrimination can be tested through the Heterotrait-Monotrait Ratio (HTMT) to ensure that each construct in the model actually measures different concepts. In the initial analysis, several construct pairs were found that approached or exceeded the threshold of

0.85, namely: emotional exhaustion and job satisfaction (HTMT= 0.874), job satisfaction and organization's ethical climate (HTMT = 0.840), organization's ethical climate and turnover intention (HTMT = 0.821). These values show the potential for overlap between constructs, especially emotional exhaustion which is strongly correlated with other constructs. To overcome this, an evaluation of problematic indicators is carried out, including the possibility of removing or adjusting items to make each construct clearer. After the improvement, the HTMT value decreased to 0.883 for the emotional exhaustion–job satisfaction pair, and 0.830 for the organization's ethical climate–turnover intention pair. These two values are below the threshold of 0.85, so the validity of the discriminator is met and the constructs in the model can be said to be conceptually different.

Table 3. Discriminating Validity

	Emotional Exhaustion	Job Satisfaction	Organization's Ethical Climate	Turnover Intention
Emotional Exhaustion	0.826			
Job Satisfaction	0.874	0.773		
Organization's Ethical Climate	0.792	0.840	0.805	
Turnover Intention	0.804	0.821	0.833	0.783

Source: SmartPLS 3 Data (2025)

Inner Model Testing

In the internal model testing (structural model) in SmartPLS which is carried out to see a cause-and-effect relationship and influence between latent constructs, by testing the predictive power of the model to pass through the value of R Square with F-Square and Path Coefficients.

Table 4. R Square Test Results

Variable	R Square	R Square Adjusted	Conclusion
Turnover intention	0.742	0.735	Strong

Source: SmartPLS 3 Data (2025)

The table above is the R-Square value that can be used for the results of the structural model (inner model) test at the determination coefficient (R²). R² values above 0.67 are categorized as strong, between 0.33-0.66 can be said to be moderate, and below 0.33 are considered weak (Hair et al., 2019). Based on these results, the R-Square value for the variable turnover intention is 0.742, which indicates that 74.2% for the variation in turnover intention can be explained by the variables in the model. Meanwhile, the remaining 25.8% was influenced by other variables.

Table 5. Test Model Fit

Variable	R Square	R Square Adjusted
SRMR	0.081	0.082
d_ ULS	1.666	1.669
d_ G	1.346	1.348
Chi-square	670.948	671.949
NFI	0.683	0.686

From the table above, the results of this fit model test show that the SRMR value of the model meets the criteria if the SRMR value is less than < 1.10. So the SRMR value found in this study is 0.082, which shows that this fit model is worthy of hypothesis testing. Meanwhile, the NFI

value in this study was 0.685, which shows a fairly good model match.

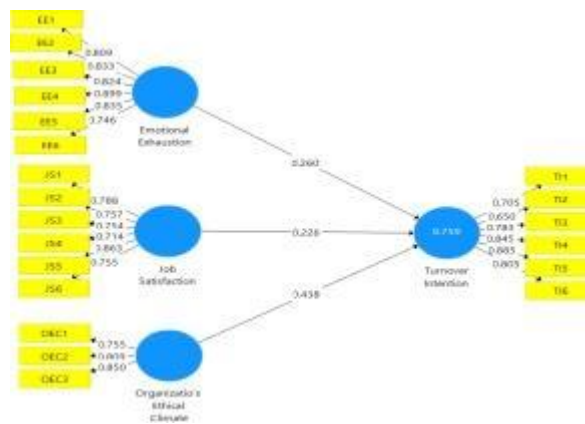


Figure 2. Path Diagram Results (T - statistic)

Based on the results of the hypothesis test on the SmartPLS model, all relationships between variables that show a t-statistic value are above the critical value of 1.65 (significance level of 5%), so that all hypotheses are declared significant. The relationship between emotional exhaustion -> turnover intention has a t-statistical value of 0.314 which means that the effect of emotional exhaustion on turnover intention is statistically significant. That the job satisfaction -> turnover intention path has a t-statistical value value of 0.193 which shows a significant influence of job satisfaction on turnover intention. The relationship between organization's ethical climate -> turnover intention has a t-statistical value of 0.412, which is also significant so that the organization's ethical climate is proven to have an effect on turnover intention. That all construct-forming indicators have a very high t-statistic value, so that all indicators are valid and significant in measuring their respective latent variables.

Analysis Path Diagram T-statistic

To analyze the hypothesis test in this research, it can be seen based on the following table:

Table 6 PLS-Direct Effect Output Evaluation Results (T table=1.65)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
EE->TI	0.255	0.253	0.150	1.703	0.045
JS->TI	0.279	0.266	0.154	1.813	0.035
OEC->TI	0.375	0.394	0.109	3.431	0.000

Based on the results of the PLS output for direct influence, it is shown that each hypothesis has an effect with a statistical T-value above 1.65 or significant.

Table 7. Research Hypothesis Test

Hypothesis Questions	Original sample (O)	T statistic ((O/STDEV))	Information
H1 Emotional Exhaustion -> Turnover Intention	0.255	1.703	Data Supporting Hypotheses
H2 Job Satisfaction -> Turnover Intention	0.279	1.813	Data Supporting Hypotheses
H3 Organization's Ethical Climate -> Turnover Intention	0.375	3.431	Data Supporting Hypotheses

At the hypothesis testing stage, it is a relationship that is stated to be significant if the T-statistic value is greater than 1.65. Meanwhile, if the T-statistical value is less than 1.65, then the relationship is considered insignificant. Based on the test results, all of the above hypotheses can be submitted in this study proven to be significant, so it can be concluded that H1, H2, and H3 are acceptable.

DISCUSSION

This study aims to analyze the relationship between emotional exhaustion, job satisfaction, organization's ethical climate and turnover intention Mie Gacoan employees in Tangerang Regency. The results of the study are consistent with previous studies that confirm that these three variables are important determinants in employees' intention to leave the job. These findings are in line with research Pious et al (2023) which states that most employees experience a high workload and long working hours, can trigger emotional exhaustion that encourages employee intention to change jobs.

The second hypothesis test proves that job satisfaction negative effects on turnover intention. These results are in line with research Hui et al (2024), which states that high job satisfaction can reduce employees' desire to look for another job.

Testing the third hypothesis shows that organization's ethical climate proven to have a positive effect on turnover intention. These findings corroborate the research Mistar & Kusumayadi (2019), which states that the ethical climate of the organization can form a positive perception of the company's employees, thereby reducing the intention of employees to resign.

Overall, this study strengthens the conceptual model that links psychology, job satisfaction, and the organization's ethical climate to turnover intention. From a practical perspective, there are implications for management to actively manage workload by minimizing emotional exhaustion, increasing employee reward and development programs to strengthen employee job satisfaction, and building a fair and supportive work climate. These results confirm that an integrated HR management strategy that focuses on employee welfare can be an effective step in reducing the turnover intention rate in Mie Gacoan companies.

CONCLUSION

The results of this study prove that all hypotheses are acceptable. Emotional exhaustion has a positive effect on turnover intention, meaning that the higher the emotional exhaustion, the greater the desire of employees to leave the company. On the other hand, high job satisfaction and a conducive organizational ethical climate have a negative effect on turnover intention, so that it can reduce employee intention to leave. This research confirms the importance for organizations to understand the factors that influence turnover intention. By managing workloads so as not to cause emotional exhaustion, creating a fair and supportive organizational climate, and increasing job satisfaction, companies can reduce the risk of employee loss. This has a positive impact on organizational stability, recruitment cost efficiency, increased productivity, motivation, and employee loyalty. Therefore, organizations need to prioritize a comprehensive and sustainable turnover intention management strategy to build a conducive work environment and support employees.

LIMITATIONS AND SUGGESTIONS

This research has several limitations that can be noted. First, that the object of this research is only focused on Mie Gacoan employees located in the Tangerang Regency area so that the results cannot necessarily be generalized to other business sectors or different regions. Second, the number of respondents is limited to 110 people, so the level of data representativeness to the wider population is still limited. Third, this study only uses three independent variables, namely emotional exhaustion, job satisfaction, and ethical leadership to see the effect on turnover intention, so there is still a possibility of other variables that also play a role but are not studied. Fourth, data is collected

through questionnaires, so there is a potential for subjective bias from respondents' answers.

MANAGERIAL IMPLICATIONS

The results of this study provide important implications for the management of Mie Gacoan in the Tangerang Regency area, especially to manage human resources in order to reduce turnover intention for new employees. Therefore, management needs to pay attention to the emotional exhaustion factor by creating a healthy work environment and a proportionate workload, as well as providing a mentoring program for new employees so that the level of emotional fatigue can be minimized. In addition, increasing job satisfaction can be done by providing fair compensation and career development opportunities, as well as a comfortable and supportive work environment, so that employees feel valued and motivated to stay.

FURTHER RESEARCH SUGGESTIONS

Based on the limitations faced by this study, it can be suggested for further research to expand the scope of the research site, not only limited to Mie Gacoan employees in the Tangerang Regency area, but also to involve employees from various regions or even for other logistics companies. This step is expected to be more varied and increase the level of generalization in the research findings. Meanwhile, the number of respondents should be increased so that the data obtained is more representative of the population being studied. Future research can consider including other variables outside of organizational commitment and work engagement, so as to provide a more comprehensive picture. In addition, in terms of methods, the use of a combination of data collection techniques, such as interviews or direct observations, can be a complement to the questionnaire method to minimize the subjectivity bias of respondents.

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