

ABSTRACT

This research aims to determine the influence of ethical leadership on intrinsic motivation, the influence of ethical leadership on turnover intention, the influence of ethical leadership on organizational citizenship behavior, the influence of intrinsic motivation on turnover intention, the influence of intrinsic motivation on organizational citizenship behavior. Testing the indirect influence of intrinsic motivation as a mediating variable for ethical leadership and organizational citizenship behavior. Testing the indirect influence of intrinsic motivation as a mediating variable for ethical leadership on turnover intention. Primary data for this research was collected directly through filling out questionnaires from 143 employees. The data analysis method used in this research is Partial Least Squares (PLS). The research results show that ethical leadership has a positive effect on organizational citizenship behavior and has a positive effect on intrinsic motivation and has a negative relationship with turnover intention. Intrinsic motivation has a positive effect on organizational citizenship behavior, and has a negative relationship with turnover intention. Companies that practice ethical leadership can foster an organizational culture that encourages ethics, and applying ethical principles in decision making can significantly improve intrinsic motivation and behavior in the workplace. In contrast, this research reveals that ethical leadership does not significantly influence turnover intention, indicating that organizations should consider other factors that influence employees' intention to leave their jobs, such as the work environment, career development, and work-life balance. Then intrinsic motivation as a mediating variable completely mediates the indirect influence between ethical leadership, organizational citizenship behavior and turnover intention

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

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