

The Effect of Ethical Leadership, Career Distributive Justice on Turnover Intention through Trust in Leader

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Abstract: This study aims to examine the effect of ethical leadership, career distributive justice on turnover intention through trust in leaders as mediator. The research was conducted at Bank CIMB Niaga Yogyakarta Branch. The research method used a survey with a questionnaire instrument. The sampling technique used purposive sampling with a sample size of 123 respondent. Data analysis and testing was carried out using structural equation modeling with AMOS software. The results of this study are 1) ethical leadership, career distributive justice and trust in leader have a significant effect on turnover intention, 2) ethical leadership has no effect on trust in leaders, 3) career distributive justice has a significant effect on trust in leaders, and 4) trust in leader mediates the influence of career distributive justice on turnover intention. The implication of this research proves that career distributive justice plays an important role in increasing trust in leaders and reducing employee turnover intention.

Keywords: Ethical leadership, career distributive justice, turnover intention, and trust in leader

I. Introduction

The increasingly competitive business development encourages companies to make various efforts to excel in the competition. So is the strategy in the HR department, because of course employees are the main capital for the company to be able to grow and win the competition. However, the phenomenon of wanting to move between employees has also attracted the attention of many circles, and in the opinion of HRM policies, both in perspective and practice. Understanding the things that drive desire and how to control it, yields a long potential from a theoretical perspective. On the practical side, skills and expertise as well as policies that can be applied to conduct reviews related to moving among employees are urgently needed. This will become a serious problem if the desire to move within a company is high, it will cause several negative effects in the form of stability and confusion which can ultimately harm the company and its employees.

To reduce the negative effects of the desire to move, it is necessary to cultivate a sense of love or towards the organization. To form a strong and affective organizational commitment, it must first be implemented from top to bottom (from leader to subordinate). In the leader's role as a motor so that the organization can be owned by all members of the organization as a whole, the leader is required to have good leadership ethics in all forms of leadership activities in the organization in order to build a positive image of the leader. A positive image will be formed when the leadership ethics in the organization is good by the employees, where this image will build and increase trust in the leadership of the organization which can have a positive impact on the organization. One example of leadership ethics is one of the reasons that 68% of male employees in the Turkey airline industry submit resignation from their jobs and these employees work in manufacturing [1].

Focused research is related to career distribution because careers are important and are an important source of motivation for employees at work. Based on the social exchange theory, a career is the main goal that becomes the basis for an individual when he wants to decide to be affiliated with an organization in the long term [2]. Justice can be said to be input in a transaction or exchange relationship that can be sourced from the superiors of the organization [3]. Quality exchange relations are built by fair and beneficial interactions between the parties involved [4]. Therefore it can be ignored that justice or balance is a major part of social exchange theory which is related to the quality of an exchange relationship.

Several studies were conducted to find out the influence or relationship between the above issues. Like previous research conducted by Choi, Yozgat, and Mesekiran, and Engelbrecht, et. Al. shows the results that ethical leadership

has a positive influence on trust [5,6,7]. Meanwhile, Colquitt, Warsindah, and Herminingsih show that distributive justice has a positive effect on trust [8,9,10]. Furthermore, research conducted by Mehmood et al., shows that there is a negative effect of distributive justice on turnover intention [12]. Meanwhile, research by Suifan et al., shows that there is a negative effect of leadership on turnover intention [13]. In contrast to the results of the studies presented, research by Babalola, et al., showed that ethical leadership has a positive influence on turnover intention [14]. As well as research from McKenna & Jeske found ethical leadership has a significant indirect effect on turnover intention [15]. Furthermore, research by Aslan & Ucar, Timinepere et al., and Yurtkoru et al., found that distributive justice has no significant effect on employee turnover intentions [16,17,18]. Furthermore, Khiavi et al., found that distributive justice has a low appearance with trust in leaders [19]. Meanwhile, research by Yurtkoru et al., found that distributive justice did not have a significant effect on trust in leaders in private sector companies, but in public sector companies, it was found that distributive justice had a significant effect on trust in leaders [18]. As well as Yurtkoru et al., in their research also found that trust in leaders has no significant effect on turnover intention in public companies [18].

II. Literature Review and Hypothesis

1.1. Literature Review

In its development, social exchange theory is always related to several sociology and social psychology figures such as George Homans, Peter Balu, and Richard Emerson. The concept of social exchange theory initially adopted the principle of economic exchange, which was then associated with various terms in psychology and economics disciplines such as wages, reinforcement, costs, value, utility, resources, comparative rates, transactions, profits, results, and so on [20]. Social exchange theory has been widely used by researchers to explain perceptions of organizational justice [21]. Social exchange theory views organizations as an arena for long-term mutually beneficial social transactions between employees and organizations [4]. Turnover Intention is an employee's intention to move from an organization or leave the organization, either in the form of dismissal or resignation [22]. Meanwhile, according to Simamora, it is said that Turnover Intentions is a movement beyond the membership limit of an organization [23]. a shift of work in this case is a voluntary move that can be avoided (avoidable voluntary turnover) and a shift in voluntary work that cannot be avoided (unavoidable voluntary turnover).

According to Wirawan, ethical leadership is leadership that demonstrates normative appropriate behavior through personal actions and interpersonal relationships, and the promotion of such actions to followers through two-way communication, strengthening, and decision making [24]. Ethical leadership will create a more comfortable working atmosphere in the organization, higher productivity, and resolve conflicts within the organization. There are five principles of ethical leadership, namely fairness, transparency, responsibility, efficiency, and no individual interest (no conflict of interest).

According to Tjahjono, research on distributive justice in organizations currently focuses on the fairness of the results received, namely their assessment of the final condition of the allocation process [25]. Justice is related to issues of payroll, training, promotion (career), and issues of dismissal which are the focus direction in distributive justice. Distributive justice is also related to the fair distribution of conditions and goods related to individual welfare.

Mayer et al define trust as a person's willingness to be sensitive to the actions of others based on the expectation that other people will perform certain actions on those who believe in them, regardless of their ability to monitor and control them [26]. Trust in leader was first put forward by Rosseau where trust in the leader is defined as an employee's perception of the performance of their superior (leader) by assuming that their superior is someone who can be trusted and links procedural fairness to their superior's performance [27].

1.2. Hypothesis

1.2.1. The Effect of Ethical Leadership on Trust in Leaders

Several previous studies on the relationship between ethical leadership and trust in leaders have been conducted by Engelbrecht, et. al., and Chughtai, et. al., in this study they found that ethical leadership has a positive effect on trust in leaders [7,28]. The same result was also conveyed by Mo & Shi in their research, where ethical leadership has a positive effect on trust in leaders [29]. This condition means that a leader with good leadership ethics will be able to establish a positive relationship with his followers. Usually, the leader tends to be open in communicating with his followers, even in a situation the leader will involve his followers in making strategic decisions. This is the basis for the formation of followers' trust in their leadership because they feel they are treated well and tend to be appreciated by their leaders. Also, good leadership ethics can be judged by the sincerity of the leader in providing services to his followers and society. Leaders who sincerely serve always have good relationships with others have strong integrity and

responsibility, as well as competent competencies in their fields, these characters will encourage leaders to gain strong trust from their followers [30]. Based on this statement, the researchers formulated an alternative hypothesis as follows:

H₁: Ethical leadership has a positive effect on a leader's trust.

1.2.2. The Effect of Career Distributive Justice on Trust in Leaders

Research on the relationship of distributive justice to trust in leaders has been conducted by Chen, et. al., on nurses who work in hospitals, they found that distributive justice has a positive effect on trust in leaders [31]. This shows that the allocation of welfare items fairly for each member is greatly influenced by the leadership. So that when talking about policies and allocations it will be directly related to the authority possessed by the leadership. When the policies and the allocation of welfare items are deemed to have fulfilled the aspects of justice, members will think that this is an effort of the leaders who pay attention to their welfare. This assumption will certainly result in a member's trust in the leader. Based on this statement, the researcher formulated an alternative hypothesis as follows:

H₂: Career distributive justice has a positive effect on a leader's trust.

1.2.3. The Effect of Ethical Leadership on Turnover Intention

The ethical leadership of a leader plays an important role in forming emotional bonds with employees [32]. Ethical leaders are more likely to develop emotional bonds with employees, thereby amplifying the positive effect on employee job responses [33]. Also, according to Barnett & Schubert employees may build psychological agreements that can strengthen the mutual commitment obtained by managers and employees working together to achieve prosperity [34]. As a manager, showing the ethical leadership style to employees is something positive that is useful in terms of behavior at work, thus minimizing the possibility of quitting work or moving to some other organization [35]. The bond between ethical leaders and employees is stronger which creates a pleasant environment in the workplace [36]. So that it will form a higher commitment and reduce turnover intention [37]. Based on the theoretical understanding above, the researcher believes that ethical leadership hurts turnover intention. This means that the more good leadership ethics a leader thinks will be the lower the employee's desire to move from a job or organization. This assumption is also proven by [38,39,36,40,35,13]. Thus the researcher proposes an alternative hypothesis as follows:

H₃: Ethical leadership has a negative effect on turnover intention.

1.2.4. The Effect of Career Distributive Justice on Turnover Intention

Research by Basar&Sigrishowsthat perceptions of distributive justice have a negative predictive effect on the intention to quit [41]. These results are in line with empirical research conducted by Lee, et al., Gim&Desa, Mehmood et al., concluded that distributive justice harms turnover intention [42,43,12]. This shows that someone will be satisfied if the results received are fair and vice versa. If what is received is not comparable to other employees, they will tend to leave the company. Furthermore, a study conducted by Anwar et al., found that career distributive justice can increase employees' sense of attachment to their organization [44]. This sense of employee engagement will later have an impact on the desire of employees to stay or the risk of turnover intention will be lower. From the description above, in this study an alternative hypothesis is formulated as follows:

H₄: Career distributive justice has a negative effect on turnover intention.

1.2.5. The Effect of Trust in Leaders on Turnover Intention

Kashyap&Rangnekarin their research conducted on executives working in India, found that trust in leaders has a negative effect on the intention to change [45]. Likewise, with Ariyabuddhiphongs& Kahn in their research on café employees in Thailand, employees who have high trust in their superiors tend to feel comfortable and at home in their place of work [46]. This condition explains that employees' trust in their superiors will form a positive perception that makes employees feel that the leader can provide protection and everything they need. Thus, based on this statement the researcher formulates an alternative hypothesis as follows:

H₅: Trust in a leader has a negative effect on turnover intention.

1.2.6. The Effect of Trust in Leaders in Mediating Ethical Leadership on Turnover Intention

A number of studies have highlighted the important relationship between leadership behavior and trust in organizations [47,48,49]. However, several studies specifically address the correlational relationship between ethical leadership behavior and employees' trust in their leaders. Van den Akker et al.,investigated the relationship between ethical leadership behavior and trust [50]. His findings indicate that ethical leader behavior is significantly related to employees' trust in their managers. They also indicated that the more a leader behaves in the way employees want him to be, namely an appropriate ethical leader's behavior, the more the leader will gain trust. The same research was also

conducted by Engelbrecht, et. al., Chughtai, et. al., and Mo & Shi, they found that ethical leadership ethics has a positive effect on trust in leaders [7,28,29]. Therefore, the more leaders show good leadership ethics in employees, the trust of their employees will be and this will minimize the desire to move or turnover intention from employees. From the description above, in this study an alternative hypothesis is formulated as follows:

H₆: Ethical leadership affects turnover intention through trust in the leader.

1.2.7. The Effect of Trust in Leaders in Mediating Career Distributive Justice On Turnover Intention

The relationship between fairness and organizational outcomes is explained under equity theory, which emphasizes that employees receive results such as pay for promotions and based on their contributions to their organization. This relationship is analyzed under the umbrella of social exchange theory, which supports the idea that if employees believe the organization treats them fairly, in other words, views fairness by their superiors, they will produce the desired results [51]. Ambrose & Schminke emphasize that distributive justice has a closer relationship with economic exchange than social exchange [52]. Researchers argue that trust is a major determinant of work attitudes and behavioral intentions [53]. The social exchange involves two important aspects including trust and justice. Similar to the justice paradigm discussed above, fair treatment will improve social exchange relations and thereby, will increase the level of trust between the two parties [54]. Therefore, the more employees get fairness in their career distribution, the leader will gain the trust of their employees. This statement is reinforced by the findings of Chen, et. al., where distributive justice has a positive effect on trust in leaders [31]. This is due to the assumption that leaders pay attention to the welfare of their members. When this opinion appears, employees will feel comfortable and less likely to want to move from their place of work. The same statement was also made by Kashyap & Rangnekar, and Ariyabuddhiphongs & Kahn, employees who have high trust in their superiors tend to feel comfortable and at home where they work [45,46]. From the description above, in this study an alternative hypothesis is formulated as follows:

H₇: Career distributes justice affects turnover intention through trust in leaders.

1.3. Research Model

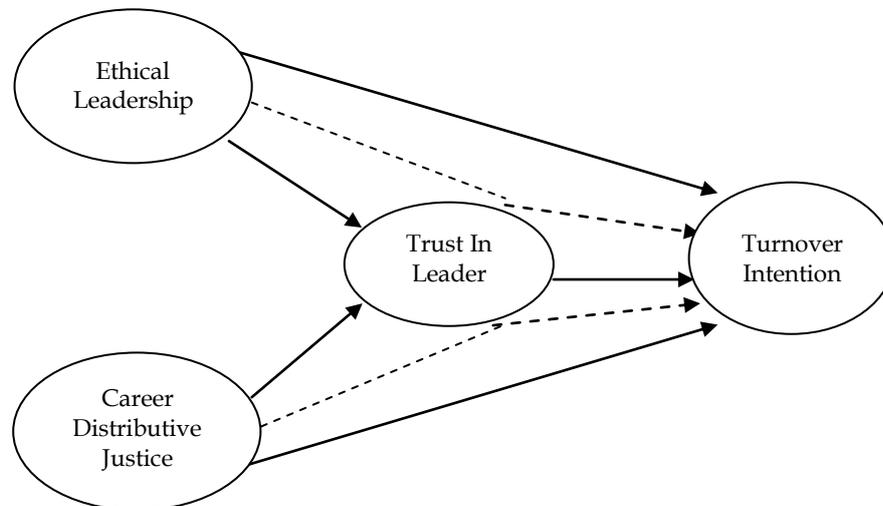


Figure 1. Research Conceptual Framework

III. Research Method

Data collection techniques in this study were carried out using survey methods or by distributing questionnaires in the form of questionnaires. At the final stage of the research, AMOS was used as a data analysis tool. According to Abelson, the turnover intention is an individual's desire to leave the company and look for other job alternatives [55]. This variable is measured by four indicators developed by Abelson [55]. According to Brown et al, ethical leadership is a demonstration of appropriate normative behavior from a leader through personal actions and interpersonal relationships and the promotion of these behaviors to followers through two-way communication, strengthening, and decision making [56]. This variable is measured by six indicators developed by [56]. According to Colquitt, distributive justice is an employee's perception of whether the outcome they receive is fair, in this context, distribution justice is more specific to career distribution [57]. This variable is measured by four indicators developed by [57]. According to

Nyhan, trust in a leader is the willingness of a leader to be open to employees based on their beliefs [58]. This variable is measured by four indicators developed by [58].

IV. Research Result and Discussion

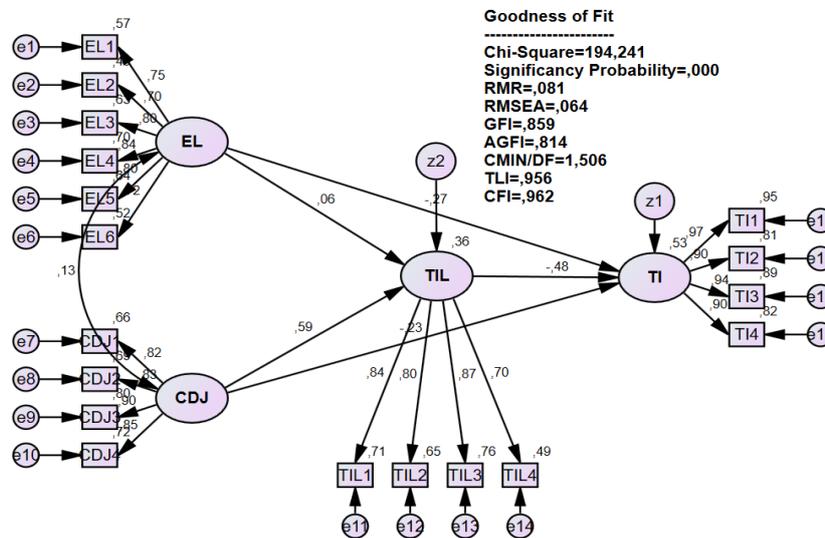


Figure 2. Full Model Structural Equation Modeling

Table 1. Regression Weights

	Estimate	S.E.	C.R.	P	Keterangan
EL → TIL	,063	,111	,735	,462	Not Significant
CDJ → TIL	,586	,079	5,536	***	Significant
EL → TI	-,272	,170	-3,644	***	Significant
CDJ → TI	-,229	,120	-2,495	,013	Significant
TIL → TI	-,475	,181	-4,652	***	Significant

Tabel 2. Standardized Direct Effect

Variabel	EL	CDJ	TIL	TI
TIL	,063	,586	,000	,000
TI	-,272	-,229	-,475	,000

Table 3. Standardized Indirect Effect

Variabel	EL	CDJ	TIL	TI
TIL	,000	,000	,000	,000
TI	-,030	-,278	,000	,000

1.3.1. Hypothesis Testing

It shows that the value of the standardized regression weight coefficient between ethical leadership and trust in leaders is 0.063. To test the effect between the two variables, it shows a C.R value of 0.735 with a probability of 0.462. Thus the first hypothesis is rejected based on a probability value of 0.462 which does not meet the requirements <0.05 and a C.R value of 0.735 which does not meet the requirements > 1.96. The coefficient value of standardized regression weight between career distributive justice and trust in leader is 0.586. To test the effect between the two variables, it shows a C.R value of 5.536 with a probability of ***. Thus the second hypothesis is accepted based on a probability value of *** which has met the requirements <0.05 and a C.R value of 5.536 which has met the requirements > 1.96. The value of the

standardized regression weight coefficient between ethical leadership and turnover intention is -0.272 . To test the effect between the two variables, it shows a C.R value of -3.644 with a probability of $***$. Thus the third hypothesis is accepted based on a probability value of $***$ which has met the requirements <0.05 and a C.R value of -3.644 which has met the requirements > 1.96 . The value of the standardized regression weight coefficient between career distributive justice and turnover intention is -0.29 . To test the influence between the two variables, it shows a C.R value of -2.495 with a probability of 0.013 . Thus the fourth hypothesis is accepted based on a probability value of 0.013 which has met the requirements <0.05 and a C.R value of -2.495 which has met the requirements > 1.96 . The value of the standardized regression weight coefficient between trust in leader and turnover intention is -0.475 . To test the effect between the two variables, it shows a C.R value of -4.652 with a probability of $***$. Thus the fifth hypothesis is accepted based on a probability value of $***$ which has met the requirements <0.05 and a C.R value of -4.652 which has met the requirements > 1.96 . The direct effect and indirect effect test can be concluded that the indirect effect of EL on TI through TIL (-0.030) is smaller than the direct effect of EL on TI (-0.272) so it can be concluded that TIL does not mediate the relationship between EL and TI. Thus it can be stated that the sixth hypothesis is rejected. The results of the direct effect and indirect effect test can be concluded that the indirect effect of CDJ on TI through TIL (-0.278) is greater than the direct effect of EL on TI (-0.229) so it can be concluded that TIL mediates the relationship between CDJ and TI. Thus it can be stated that the seventh hypothesis is accepted.

1.3.2. Discussion

The results showed that ethical leadership did not affect trust in leaders. This condition explains the possibility of involvement of other aspects that play an important role in influencing the two variables. Another aspect referred to in this case is related to interactional justice, which is considered to have a role in increasing employee trust in their leaders (trust in leaders). Interactional justice is said to be closely related to the treatment of leaders who tend to respect their subordinates, which in turn will give rise to positive responses from employees to their leaders. This has also been confirmed by Wu, et al., They found that interactional justice has a positive effect on trust in leaders [59]. Thus it can be said that the results found in this study are significantly different from the findings in several previous studies by Engelbrecht, et. al., Chughtai, et. al., and Mo & Shi who stated that ethical leadership has a positive effect on trust in leaders [7,28,29].

The second hypothesis testing shows that career distributive justice has a significant positive effect on trust in leader. This is in line with previous studies conducted by Silva & Caetano, and Chen, et. al., which revealed that there is a positive influence of career distributive justice on trust in leader [60,31]. This means that when employees get justice in the distribution of their career paths by the leader, it will be directly proportional to the higher level of trust in their leaders.

The third hypothesis testing shows that ethical leadership hurts the turnover intention of Bank CIMB Niaga Yogyakarta employees. In the same term, it can be said that the high or low ethical leadership character of a leader has any direct impact on the turnover intention of Bank CIMB Niaga's Yogyakarta branch employees. This finding is in line with the research of Mulki, et. al., who stated that ethical leadership creates a higher commitment and reduces turnover intention [37].

The fourth hypothesis testing finds that career distributive justice hurts turnover intention. This reaffirms the results found in previous studies of Basar&Sigri, Lee, et al., Gim&Desa and Mehmood et al., which revealed that career distributive justice is negatively correlated with turnover intention [41,42,43,12]. This confirms that the higher the level of fairness in career distribution, the lower the level of desire of employees to move or leave the job or organization.

Testing the fifth hypothesis shows that trust in leaders hurts turnover intention. This is in line with previous studies (Van den Akker, et al., Kashyap&Rangnekar, Ariyabuddhiphongs& Kahn) which revealed that there is a negative effect of trust in leader on turnover intention [50,45,46]. That is, when employees have a high level of trust in the leader, it will encourage the lower level of employee turnover intention.

Referring to the results of testing the data found in this study, trust in leaders does not have a role as a mediator in the effect of ethical leadership on turnover intention. This is because ethical leadership can directly influence turnover intention without going through intermediaries, as it has been found in this study that ethical leadership has a significant negative effect on turnover intention directly. So it can be said that the role of the trust in leader variable as a mediator does not have any influence on the effect of ethical leadership on turnover intention. Meanwhile, based on the results of data testing in this study, it was found that the indirect effect of career distributive justice on turnover intention through trust in leaders is greater than the direct effect of ethical leadership on turnover intention so that it can be said that trust in leader mediates the relationship between career distributive justice and turnover intention.

V. Conclusion

Starting from the results of the discussion on hypothesis testing, the researcher draws the following conclusions:

- Ethical leadership does not influence the trust in leaders of employees of Bank CIMB Niaga Yogyakarta branch.

- Career distributive justice has a positive and significant effect on trust in leaders for employees of Bank CIMB Niaga, Yogyakarta branch.
- Ethical leadership has a negative and significant effect on employee turnover intention at Bank CIMB Niaga Yogyakarta branch.
- Career distributive justice has a negative and significant effect on employee turnover intention at Bank CIMB Niaga Yogyakarta branch.
- Trust in leader has a negative and significant effect on employee turnover intention at Bank CIMB Niaga Yogyakarta branch.
- Trust in leaders do not mediate the effect of ethical leadership on employee turnover intention at Bank CIMB Niaga Yogyakarta branch.
- Trust in leader mediates the influence of career distributive justice on the turnover intention of employees of CIMB Niaga Bank Yogyakarta.

VI. Sugession

- Referring to the results of data testing, managerial or practical suggestions are obtained to reduce employee turnover intention by increasing the level of employee trust in the leader (trust in leader). Meanwhile, to increase employee trust in the leadership it is necessary to fulfill aspects of career distribution justice (career distributive justice). This means that when career distributive justice is fulfilled, it will have an impact on increasing employee trust in the leadership, this trust will certainly produce a sense of comfort which will reduce the employee's desire to change jobs or turnover intention.
- For future research, it is advisable to expand the scope of research by adding objects of research, such as including a sample of BUMN Bank employees with a balanced sample size. This is necessary to provide more representative results.
- Because the research was conducted to coincide with the Covid 19 pandemic, data collection methods are still limited to distributing questionnaires via Google Form and several social media services such as Whatsapp and Instagram. This indicates that the data collection method in this study still has many limitations because researchers cannot interact directly with research respondents when filling out the questionnaire. For future research, it is hoped that the data collection method will be carried out persuasively, namely by directly visiting the subject or research respondent, this is done in addition to obtaining more accurate data, it is also useful to obtain additional information to strengthen the findings of the research results.

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