

Original Research Article

Artikel Penelitian Orisinal

Lead, Care, or Lose?

Transformational Leadership, Ethical Climate, and the Impact of Physical Work Environment on Turnover Intention Among Generation Z Workers

[Pimpin, Peduli, atau Kehilangan?

Transformational Leadership, Ethical Climate, dan Dampak Physical Work Environment Pada Turnover Intention Pekerja Generasi Z]

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Generation Z, which currently dominates the workforce, has high expectations for work-life balance, material rewards, and supportive physical work environment (PWE). This study explores the influence of transformational leadership (TL), caring ethical climate (CEC), and physical work environment (PWE) on turnover intention (TI) among 317 Generation Z workers across various sectors in Indonesia. Study findings reveal that transformational leadership (TL) directly reduces turnover intention (TI; $\beta = -.70; p < .05$), though the mediating effect through caring ethical climate (CEC) is not significant; only evident under low physical work environment (PWE) conditions. Results also show that physical work environment (PWE) plays a significant moderating role ($\beta = -.63; p < .05$), strengthening the positive impact of caring ethical climate (CEC) in reducing turnover intention (TI). In other words, a conducive physical work environment (PWE) not only enhances comfort, but also supports the creation of an ethical culture that more effectively lowers turnover intention (TI). This highlights that physical factors in the workplace have a substantial impact, both directly and indirectly, on employee retention. This study underscores the importance of transformational leadership (TL) and the management of physical work environment (PWE) in enhancing the loyalty of Generation Z workers, with results providing strategic insights to improve retention through a holistic approach.

Keywords: Generation Z, transformational leadership (TL), caring ethical climate (CEC), physical work environment (PWE), turnover intention (TI)

Generasi Z yang mendominasi dunia kerja saat ini memiliki ekspektasi tinggi terhadap *work-life balance*, *material rewards*, dan *physical work environment (PWE)* yang mendukung. Studi ini mengeksplorasi pengaruh *transformational leadership (TL)*, *caring ethical climate (CEC)*, dan *physical work environment (PWE)* terhadap *turnover intention (TI)* pada 317 pekerja Generasi Z di berbagai sektor di Indonesia. Hasil studi ini menunjukkan bahwa *transformational leadership (TL)* secara langsung menurunkan *turnover intention (TI)*; $\beta = -0,70; p < 0,05$, namun efek mediasi melalui *caring ethical climate (CEC)* tidak signifikan; hanya tampak pada tingkat *physical work environment (PWE)* rendah. Temuan juga menunjukkan bahwa *physical work environment (PWE)* menunjukkan peran moderasi yang signifikan ($\beta = -0,63; p < 0,05$), memperkuat pengaruh positif *caring ethical climate (CEC)* dalam mengurangi *turnover intention (TI)*. Dengan kata lain, *physical work environment (PWE)* yang baik tidak hanya meningkatkan kenyamanan, tetapi juga mendukung terciptanya budaya etis yang lebih efektif dalam menurunkan *turnover intention (TI)*. Hal ini menekankan bahwa faktor fisik di tempat kerja memiliki dampak besar, baik secara langsung maupun tidak langsung, terhadap retensi pekerja. Studi ini menyoroti pentingnya *transformational leadership (TL)* dan pengelolaan *physical work environment (PWE)* untuk meningkatkan loyalitas pekerja Generasi Z, dengan hasil studi yang menyediakan strategi retensi berbasis pendekatan holistik.

Kata kunci: Generasi Z, *transformational leadership (TL)*, *caring ethical climate (CEC)*, *physical work environment (PWE)*, *turnover intention (TI)*

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Generation Z workers (born 1997-2013) have now become a significant part of the workforce. Generation Z possesses unique characteristics that distinguish them from previous generations. Generation Z's identity has been shaped by the digital age, climate change concerns, growing up amidst an economic recession, high unemployment rates, and the COVID-19 pandemic (Nguyen Ngoc et al., 2022; McKinsey & Company, 2024). Generation Z is known as “digital natives”, or the first generation to grow up with the Internet (Nguyen Ngoc et al., 2022). In the workplace, Generation Z desires an environment with a culture that supports a balance between personal and professional life, provides constructive feedback, and offers opportunities for learning and development (Chillakuri, 2020). Recent data shows that 90% of Generation Z are very satisfied with their work-life balance, and 90% also recognize opportunities to learn, develop new skills, and/or receive mentoring (Deloitte Global, 2022). Furthermore, Generation Z tends to choose companies with a strong commitment to ethical principles, namely companies that uphold honesty, transparency, and integrity in their operations (Deloitte Global, 2022). Commitment to workforce well-being refers to serious attention to employee mental health and work-life balance, as 79% of Generation Z agree that their company cares about employee mental health (Deloitte Global, 2022). On the other hand, commitment to the environment includes sustainability policies, such as reducing carbon footprints and responsible waste management, while social responsibility refers to a company's contribution to the community, social justice, and inclusive practices (Deloitte Global, 2022). These values are important indicators of Generation Z's perception of workplace quality and are a determining factor in whether they are willing to recommend the workplace to others. Furthermore, 37% of Generation Z tend to reject assignments that conflict with their personal ethics (Mas-Manchon et al., 2024; Deloitte Global, 2022).

Pekerja Generasi Z (kelahiran 1997-2013) kini telah menjadi bagian signifikan dari angkatan kerja. Generasi Z memiliki karakteristik unik yang membedakan mereka dari generasi sebelumnya. Identitas Generasi Z dibentuk oleh era digital, kecemasan terhadap perubahan iklim, pertumbuhan di tengah resesi ekonomi, tingkat pengangguran yang tinggi, dan pandemi *COVID-19* (Nguyen Ngoc et al., 2022; McKinsey & Company, 2024). Generasi Z dikenal sebagai “*digital natives*” atau generasi pertama yang tumbuh besar dengan Internet (Nguyen Ngoc et al., 2022). Di tempat kerja, Generasi Z menginginkan lingkungan dengan budaya yang mendukung keseimbangan antara kehidupan pribadi dan profesional, memberikan umpan balik yang konstruktif, serta menawarkan kesempatan untuk belajar dan berkembang (Chillakuri, 2020). Data terbaru menunjukkan bahwa 90% dari Generasi Z merasa sangat puas dengan keseimbangan kerja dan kehidupan (*work-life balance*) mereka, dan 90% juga mengakui adanya kesempatan untuk belajar, mengembangkan keterampilan baru, dan/atau menerima *mentoring* (Deloitte Global, 2022). Selain itu, Generasi Z cenderung memilih perusahaan yang memiliki komitmen kuat terhadap prinsip etika, yaitu perusahaan yang menjunjung tinggi kejujuran, transparansi, dan integritas dalam operasionalnya (Deloitte Global, 2022). Komitmen terhadap kesejahteraan tenaga kerja mengacu pada perhatian serius terhadap kesehatan mental dan keseimbangan kerja dan kehidupan (*work-life balance*) pekerja, ketika 79% dari Generasi Z setuju bahwa perusahaan mereka memperhatikan kesehatan mental pekerja (Deloitte Global, 2022). Di sisi lain, komitmen terhadap lingkungan mencakup kebijakan keberlanjutan, seperti pengurangan jejak karbon dan pengelolaan limbah yang bertanggung jawab, sementara tanggung jawab sosial merujuk pada kontribusi perusahaan terhadap komunitas, keadilan sosial, dan praktik inklusif (Deloitte Global, 2022). Sejumlah nilai tersebut menjadi indikator penting dalam persepsi Generasi Z terhadap kualitas tempat kerja, serta menjadi faktor penentu apakah mereka bersedia merekomendasikan tempat kerja tersebut kepada orang lain. Selain itu, sebanyak 37% dari Generasi Z cenderung menolak tugas yang bertentangan dengan etika pribadi mereka (Mas-Manchon et al., 2024; Deloitte Global, 2022).

Unfortunately, not all companies in Indonesia are able to implement a work culture that aligns with these expectations. Turnover intention (TI) among Generation Z workers is a crucial issue because they tend to change jobs more easily if the work environment does not support their values and needs (Kuzior et al., 2022). The Deloitte Global 2022 Gen Z & Millennial Survey (Deloitte Global, 2022) shows that 53% of Generation Z globally expressed an intention to leave their jobs in the next two years, primarily due to dissatisfaction with work-life balance. This trend is also clearly reflected in Indonesia, with a study by Humaira et al. (2024) stating that Generation Z workers' intention for job hopping or changing jobs is higher than that of Generation Y workers. Furthermore, the most common problems experienced by Generation Z in the workplace relate to ethics, culture, interpersonal relationships, and personal issues (Kuzior et al., 2022). They may even resign without following the rules of the office, considering ethical issues not to be the most important matter to them (Kuzior et al., 2022). One respondent to The Deloitte Global 2022 Gen Z & Millennial Survey (Deloitte Global, 2022) stated that companies must prioritize ethical and sustainability issues, particularly in addressing the challenges of climate change, such as reducing carbon emissions, using renewable energy, and implementing environmentally friendly business practices. Thus, while Generation Z cares about ethical and sustainable values, their loyalty does not solely depend on the company's commitment to these. Factors such as work-life balance and the quality of their relationship with their superiors are often stronger practical determinants in their decision to stay or leave a job.

Schroth (2019) found that among Generation Z, 42% desire a superior with a positive attitude, 33% expect open communication, and 35% expect their superior to be able to provide motivation. However, only 25% of Generation X managers offer the expected leadership style. This gap has the potential to cause conflict and increase turnover intention (TI) among Generation Z. LeBlanc (2025) shows that one of the main reasons for Generation Z turnover is the misalignment of the values and leadership style of their superiors with their needs. LeBlanc (2025) emphasized that Generation Z grew up in a socio-economic context that demands leadership that is not only visionary, but also prioritizes psychological safety, transparency, and fairness. Traditional leadership models

Sayangnya, tidak semua perusahaan di Indonesia mampu menerapkan budaya kerja yang sejalan dengan harapan ini. *Turnover intention (TI)* di kalangan pekerja Generasi Z menjadi isu krusial karena mereka cenderung lebih mudah berpindah pekerjaan jika lingkungan kerja tidak mendukung nilai dan kebutuhan mereka (Kuzior et al., 2022). *The Deloitte Global 2022 Gen Z & Millennial Survey* (Deloitte Global, 2022) menunjukkan bahwa 53% dari Generasi Z secara global menyatakan niat untuk meninggalkan pekerjaan mereka dalam dua tahun mendatang, terutama karena ketidakpuasan terhadap keseimbangan kerja dan kehidupan (*work-life balance*). Tren tersebut juga tercermin secara nyata di Indonesia, dengan hasil studi oleh Humaira et al. (2024) yang menyatakan bahwa intensi pekerja Generasi Z dalam melakukan *job hopping* atau perpindahan pekerjaan lebih tinggi daripada pekerja Generasi Y. Lebih lanjut, masalah paling umum yang dialami oleh Generasi Z di tempat kerja berkaitan dengan etika, budaya, hubungan interpersonal, dan isu pribadi (Kuzior et al., 2022). Mereka bahkan dapat mengundurkan diri tanpa mengikuti aturan yang berlaku di kantor dan menganggap bahwa isu etika bukanlah hal yang paling penting bagi mereka (Kuzior et al., 2022). Salah satu responden dari *The Deloitte Global 2022 Gen Z & Millennial Survey* (Deloitte Global, 2022) menyatakan bahwa perusahaan harus memprioritaskan isu etika dan keberlanjutan, khususnya dalam menghadapi tantangan perubahan iklim, seperti mengurangi emisi karbon, menggunakan energi terbarukan, serta menerapkan praktik bisnis yang ramah lingkungan. Dengan demikian, meskipun Generasi Z peduli pada nilai etis dan berkelanjutan, loyalitas mereka tidak hanya bergantung pada komitmen perusahaan terhadap hal tersebut. Faktor seperti keseimbangan kerja dan kehidupan (*work-life balance*) dan kualitas hubungan dengan atasan sering kali menjadi penentu praktis yang lebih kuat dalam keputusan mereka untuk bertahan atau keluar dari pekerjaan.

Schroth (2019) menemukan bahwa pada Generasi Z, 42% menginginkan atasan dengan sikap positif, 33% mengharapkan komunikasi yang terbuka, dan 35% berharap atasannya mampu memberikan motivasi. Namun, hanya 25% manajer dari Generasi X yang menawarkan gaya kepemimpinan yang diharapkan tersebut. Kesenjangan ini berpotensi menimbulkan konflik dan meningkatkan *turnover intention (TI)* di kalangan Generasi Z. LeBlanc (2025) menunjukkan bahwa salah satu alasan utama *turnover* Generasi Z adalah ketidaksejajaran nilai dan gaya kepemimpinan atasan dengan kebutuhan mereka. LeBlanc (2025) menegaskan bahwa Generasi Z tumbuh dalam konteks sosial-ekonomi yang menuntut kepemimpinan yang tidak hanya visioner, tapi juga menge-

that are rigid and unresponsive fail to meet these needs, so Generation Z tends to leave organizations that lack a sense of security, clarity, and appreciation (LeBlanc, 2025). The Engaged Empathy Leadership Model (EELM) approach developed by LeBlanc (2025) emphasizes three key elements, namely: (1) kindness; (2) fairness; and (3) structure. By implementing empathetic, fair leadership, and providing clear expectations and consistent feedback, companies are able to build better relationships between superiors and subordinates, increase motivation, and reduce the turnover intention (TI) of Generation Z (Schroth, 2019; LeBlanc, 2025). Several companies respond to this challenge by creating a culture of experimentation that supports the psychological safety to try without fear of failure, which strengthens the emotional connection and empathy between managers and workers (Schroth, 2019).

To reduce turnover intention (TI) among Generation Z, leadership style is a crucial factor. Generation Z values leaders with clear instructions, measurable targets, and positive interpersonal relationships (Schroth, 2019). Transformational leadership (TL) is considered an effective leadership style in meeting these expectations, as it focuses on motivation, empowerment, and individual care, which aligns with Generation Z's core values of engagement and self-development (Carless et al., 2000; Chillakuri, 2020). A study by Sylvyani and Ramli (2023) in Indonesia supports the relevance of this style by finding a significant positive effect of transformational leadership (TL) on knowledge sharing, organizational commitment, and job satisfaction. Transformational leadership (TL) encourages workers to actively share knowledge and innovation, increases pride and attachment to the organization, and enhances job satisfaction and loyalty—factors that Generation Z craves in a harmonious and supportive work environment (Sylvyani & Ramli, 2023). By creating a positive work environment where employees feel heard and valued, transformational leadership (TL) can increase commitment and reduce turnover intention (TI) through improved performance and reduced work stress (Rindu et al., 2020; Yücel, 2021). However, Yücel (2021) found that this relationship is relatively weak, indicating that the effect of transformational leadership (TL) on turnover intention (TI) is not entirely direct and may be influenced by other factors. Therefore, a mediating role, such as creating a supportive work culture, is required to strengthen the relationship and significantly reduce turnover intention (TI) among Generation Z.

depankan keselamatan psikologis, transparansi, dan keadilan. Model kepemimpinan tradisional yang kaku dan tidak responsif gagal memenuhi kebutuhan ini, sehingga Generasi Z cenderung meninggalkan organisasi yang kurang memberikan rasa aman, kejelasan, dan penghargaan (LeBlanc, 2025). Pendekatan *Engaged Empathy Leadership Model (EELM)* yang dikembangkan LeBlanc (2025) menekankan tiga elemen kunci, yaitu: (1) kebaikan (*kindness*); (2) keadilan (*fairness*); dan (3) struktur (*structure*). Dengan menerapkan kepemimpinan yang penuh empati, adil, dan memberikan kejelasan ekspektasi serta umpan balik konsisten, perusahaan mampu membangun hubungan yang lebih baik antara atasan dan bawahan, meningkatkan motivasi, sekaligus menurunkan *turnover intention (TI)* Generasi Z (Schroth, 2019; LeBlanc, 2025). Beberapa perusahaan merespon tantangan ini dengan menciptakan budaya eksperimen yang mendukung keamanan psikologis untuk mencoba tanpa takut gagal, yang memperkuat koneksi emosional dan empati antara manajer dan pekerja (Schroth, 2019).

Untuk mengurangi *turnover intention (TI)* di kalangan Generasi Z, gaya kepemimpinan merupakan salah satu faktor penting. Generasi Z menghargai pemimpin dengan instruksi yang jelas, target yang terukur, dan hubungan interpersonal yang positif (Schroth, 2019). *Transformational leadership (TL)* dirasa menjadi gaya kepemimpinan yang efektif dalam memenuhi harapan ini, karena berfokus pada motivasi, pemberdayaan, serta kepedulian terhadap individu yang sejalan dengan nilai inti Generasi Z seperti keterlibatan dan pengembangan diri (Carless et al., 2000; Chillakuri, 2020). Studi oleh Sylvyani dan Ramli (2023) di Indonesia mendukung relevansi gaya ini dengan menemukan pengaruh positif signifikan dari *transformational leadership (TL)* terhadap *knowledge sharing*, *organizational commitment*, dan *job satisfaction*. *Transformational leadership (TL)* mendorong pekerja aktif berbagi pengetahuan dan inovasi, meningkatkan rasa bangga dan keterikatan pada organisasi, serta meningkatkan kepuasan kerja dan loyalitas, faktor yang sangat dibutuhkan Generasi Z di lingkungan kerja yang harmonis dan suportif (Sylvyani & Ramli, 2023). Dengan menciptakan lingkungan kerja yang positif ketika pekerja merasa didengar dan dihargai, *transformational leadership (TL)* mampu meningkatkan komitmen dan menurunkan *turnover intention (TI)* melalui peningkatan kinerja serta pengurangan stres kerja (Rindu et al., 2020; Yücel, 2021). Namun, Yücel (2021) menemukan bahwa hubungan ini tergolong lemah, yang mengindikasikan bahwa pengaruh *transformational leadership (TL)* terhadap *turnover intention (TI)* tidak sepenuhnya bersifat langsung dan dapat dipengaruhi oleh faktor lain. Oleh karena itu, diper-

This study focuses on one of the potential mediator variables that can strengthen the relationship between transformational leadership (TL) and reduced turnover intention (TI) in Generation Z workers, namely caring ethical climate (CEC; Sağnak, 2010). Transformational leadership (TL) creates an environment where empathy and support are prioritized, such as prioritizing concern for the welfare of others and having an attitude of mutual support for one another (Sağnak, 2010). Sağnak (2010) stated that there is a relationship between transformational leadership (TL) and ethical climate, and the highest relationship is found in caring ethical climate (CEC; Sağnak, 2010). In caring ethical climate (CEC), the focus is on collective well-being, when the company does not only pursue results, but also cares for the individuals within it (Cullen et al., 1993). With a caring ethical climate (CEC), workers feel more appreciated, which can reduce turnover intention (TI).

The relationship between ethical climate and turnover intention (TI) is not always consistent. Several studies have shown a significant negative relationship between ethical climate and turnover intention (TI) among workers in the healthcare, marketing, and sales sectors (Mulki et al., 2008; DeConinck, 2010; Schwepker, 2001). However, a more recent study found that ethical climate was not related to turnover intention (TI; Erdilek Karabay et al., 2019). This difference indicates the importance of moderating factors that can strengthen the impact of ethical climate on turnover intention (TI). Wiliyanto et al. (2020) found that a flexible, collaborative, and comfortable physical work environment (PWE) can increase employee satisfaction and reduce turnover intention (TI). Conversely, an un-ergonomic physical environment can strengthen turnover intention (TI; Sazili et al., 2022). Therefore, the authors assume that the physical work environment (PWE) has the potential to act as a moderating variable in strengthening the relationship between caring ethical climate (CEC) and turnover intention (TI). This means that a supportive work environment can strengthen the negative influence of caring ethical climate (CEC) on turnover intention (TI), so that workers' intention to leave decreases because caring ethical climate (CEC) becomes more effective in a supportive work environment.

lukan peran mediator, seperti penciptaan budaya kerja yang mendukung, untuk dapat memperkuat hubungan keduanya dan secara signifikan mengurangi *turnover intention* (TI) di kalangan Generasi Z.

Studi ini berfokus pada salah satu variabel potensial dalam menjadi mediator yang dapat memperkuat hubungan antara *transformational leadership* (TL) dengan pengurangan *turnover intention* (TI) pada pekerja Generasi Z, yaitu *caring ethical climate* (CEC; Sağnak, 2010). *Transformational leadership* (TL) menciptakan lingkungan tempat empati dan dukungan menjadi prioritas, seperti mengutamakan perhatian terhadap kesejahteraan orang lain dan adanya sikap saling mendukung satu sama lain (Sağnak, 2010). Sağnak (2010) menyatakan bahwa terdapat hubungan antara *transformational leadership* (TL) dengan *ethical climate*, dan hubungan tertinggi ditemukan pada *caring ethical climate* (CEC; Sağnak, 2010). Pada *caring ethical climate* (CEC), fokus terletak pada kesejahteraan kolektif, ketika perusahaan tidak hanya mengejar hasil, tetapi juga kepedulian terhadap individu di dalamnya (Cullen et al., 1993). Dengan *caring ethical climate* (CEC), pekerja merasa lebih dihargai, yang dapat mengurangi *turnover intention* (TI).

Hubungan antara *ethical climate* dan *turnover intention* (TI) tidak selalu konsisten. Beberapa studi menunjukkan adanya hubungan negatif signifikan antara *ethical climate* dan *turnover intention* (TI) pada pekerja di sektor kesehatan, pemasaran dan penjualan (Mulki et al., 2008; DeConinck, 2010; Schwepker, 2001). Walaupun demikian, studi yang lebih baru menemukan bahwa *ethical climate* tidak berhubungan dengan *turnover intention* (TI; Erdilek Karabay et al., 2019). Perbedaan ini menunjukkan pentingnya faktor moderasi yang dapat memperkuat dampak *ethical climate* terhadap *turnover intention* (TI). Wiliyanto et al. (2020) menemukan bahwa *physical work environment* (PWE) yang fleksibel, kolaboratif, dan nyaman dapat meningkatkan kepuasan pekerja dan mengurangi *turnover intention* (TI). Sebaliknya, lingkungan fisik yang tidak ergonomis dapat memperkuat *turnover intention* (TI; Sazili et al., 2022). Maka dari itu, para penulis berasumsi bahwa *physical work environment* (PWE) berpotensi menjadi variabel moderasi dalam memperkuat hubungan antara *caring ethical climate* (CEC) dengan *turnover intention* (TI). Hal ini berarti bahwa lingkungan kerja yang mendukung dapat memperkuat pengaruh negatif *caring ethical climate* (CEC) terhadap *turnover intention* (TI), sehingga intensi pekerja untuk keluar semakin menurun karena *caring ethical climate* (CEC) menjadi lebih efektif dalam kondisi lingkungan kerja yang mendukung.

Transformational Leadership (TL)

Transformational leadership (TL) is a leadership style introduced by Burns (1978) and further developed by Bass and Avolio (1994). According to Bass and Avolio (1994), transformational leadership (TL) is a leadership style that emphasizes the leader's influence in inspiring and motivating followers to achieve results beyond ordinary expectations through: (1) idealized influence; (2) inspirational motivation; (3) intellectual stimulation; and (4) individualized consideration. Idealized influence refers to how leaders act as respected, trusted role models and are able to build emotional connections with their subordinates (Bass & Avolio, 1994). Inspirational motivation relates to the leader's ability to inspire and provide a clear vision and hope to workers (Bass & Avolio, 1994). Intellectual stimulation emphasizes encouraging workers to think critically, creatively, and innovatively by challenging old assumptions and approaches to problem-solving (Bass & Avolio, 1994). Individualized consideration reflects the leader's special attention to the needs and personal development of each worker (Bass & Avolio, 1994).

The concept of transformational leadership (TL) from Bass and Avolio (1994) was later expanded by Carless et al. (2000) by developing the Global Transformational Leadership Scale (GTL). Carless et al. (2000) define transformational leadership (TL) as a leadership style in which leaders develop and convey a vision of the organization's future to subordinates through intensive and repeated communication, with the aim of motivating workers through a set of values underlying the vision. This vision provides a shared purpose that unites individual behavior to align with the values held by the leader and the organization (Carless et al., 2000). Transformational leadership (TL) is measured as a unidimensional construct with seven main aspects, including: (1) vision; (2) staff development; (3) supportive leadership; (4) empowerment; (5) innovative thinking; (6) leadership by example; and (7) charisma (Carless et al., 2000). The approach of Carless et al. (2000) emphasizes the integration of these aspects as a unified whole of transformational leadership (TL), in contrast to the Bass and Avolio (1994) model which views them as several separate dimensions in the Multifactor Leadership Questionnaire (MLQ). The main advantage of the Global Transformational Leadership Scale (GTL) is its simplicity as a short yet valid and reliable measurement tool, which is very useful for practical leadership evaluation and studies (Carless et al.,

Transformational Leadership (TL)

Transformational leadership (TL) merupakan gaya kepemimpinan yang diperkenalkan oleh Burns (1978) dan kemudian dikembangkan lebih lanjut oleh Bass dan Avolio (1994). Menurut Bass dan Avolio (1994), *transformational leadership (TL)* adalah gaya kepemimpinan yang menekankan pengaruh pemimpin dalam menginspirasi dan memotivasi pengikutnya untuk mencapai hasil di luar ekspektasi biasa dengan: (1) *idealized influence*; (2) *inspirational motivation*; (3) *intellectual stimulation*; dan (4) *individualized consideration*. *Idealized influence* mengacu pada bagaimana pemimpin bertindak sebagai panutan yang dihormati, dipercaya, dan mampu membangun hubungan emosional dengan bawahannya (Bass & Avolio, 1994). *Inspirational motivation* berhubungan dengan kemampuan pemimpin dalam menginspirasi serta memberikan visi dan harapan yang jelas kepada pekerja (Bass & Avolio, 1994). *Intellectual stimulation* menekankan pada dorongan terhadap pekerja untuk berpikir kritis, kreatif, dan inovatif dengan menantang asumsi dan pendekatan lama dalam menyelesaikan masalah (Bass & Avolio, 1994). *Individualized consideration* mencerminkan perhatian khusus pemimpin terhadap kebutuhan dan perkembangan pribadi tiap pekerja (Bass & Avolio, 1994).

Konsep *transformational leadership (TL)* dari Bass dan Avolio (1994) kemudian diperluas oleh Carless et al. (2000) dengan mengembangkan *Global Transformational Leadership Scale (GTL)*. Carless et al. (2000) mendefinisikan *transformational leadership (TL)* sebagai gaya kepemimpinan ketika pemimpin mengembangkan dan menyampaikan visi masa depan organisasi kepada bawahan melalui komunikasi yang intensif dan berulang, dengan tujuan memotivasi pekerja melalui serangkaian nilai yang mendasari visi tersebut. Visi ini memberikan tujuan bersama yang menyatukan perilaku individu agar selaras dengan nilai yang dipegang oleh pemimpin dan organisasi (Carless et al., 2000). *Transformational leadership (TL)* diukur sebagai konstruk unidimensional dengan tujuh aspek utama, termasuk: (1) visi; (2) pengembangan staf; (3) kepemimpinan suportif; (4) pemberdayaan; (5) pemikiran inovatif; (6) kepemimpinan melalui contoh; dan (7) karisma (Carless et al., 2000). Pendekatan Carless et al. (2000) menekankan keterpaduan aspek tersebut sebagai satu kesatuan *transformational leadership (TL)* yang utuh, berbeda dengan model Bass dan Avolio (1994) yang memandangnya sebagai beberapa dimensi terpisah di *Multifactor Leadership Questionnaire (MLQ)*. Keunggulan utama *Global Transformational Leadership Scale (GTL)* adalah kesederhanaannya sebagai alat ukur singkat namun valid dan reliabel, yang sangat berguna untuk

2000). The Global Transformational Leadership Scale (GTL) also emphasizes the importance of transformational leadership (TL) in creating a clear vision, staff empowerment, and continuous innovation as keys to the success of modern organizations (Carless et al., 2000).

The definition of transformational leadership (TL) was later developed by Masruroh and Himam (2014) into a leadership style carried out by a leader to inspire, motivate, and provide attention to their subordinates in order to achieve goals that exceed what was previously planned. Thus, transformational leadership (TL) is not only oriented towards achieving organizational targets, but also on the development of individuals within the team. According to Marques et al. (2023), transformational leadership (TL) has the ability to inspire workers by communicating a clear vision, creating an innovative atmosphere, and providing emotional support. Carless et al. (2000) added that transformational leadership (TL) also provides individual attention to workers, encourages personal growth, and creates a sense of collective responsibility within the organization.

In the context of Generation Z workers, transformational leadership (TL) is highly relevant because Generation Z values continuous feedback, development opportunities, and transparent and supportive relationships with superiors (Schroth, 2019). This leadership style can increase motivation, satisfaction, and loyalty among Generation Z workers and effectively reduce turnover intention (TI; Carless et al., 2000; Chillakuri, 2020; Bass & Avolio, 1994; Marques et al., 2023). Furthermore, transformational leadership (TL) also plays a role in shaping an innovative and adaptive work culture with a focus on long-term worker well-being and growth (Bass & Riggio, 2006).

Turnover Intention (TI)

Turnover intention (TI), or the intention to leave an organization, is often a response or coping strategy used by workers to avoid undesirable work situations (Petriglieri, 2011). According to Tett and Meyer (1993), turnover intention (TI) is the final stage of a series of withdrawal thoughts when workers begin to consider leaving their jobs. Turnover intention (TI) is formed from a desire that arises within individual workers, caused by dissatisfaction with their jobs, work environment, leadership, or other factors that make them feel uncomfortable in the

evaluasi kepemimpinan praktis dan studi (Carless et al., 2000). *Global Transformational Leadership Scale (GTL)* juga menegaskan pentingnya *transformational leadership (TL)* dalam menciptakan visi yang jelas, pemberdayaan staf, dan inovasi berkelanjutan sebagai kunci keberhasilan organisasi modern (Carless et al., 2000).

Definisi *transformational leadership (TL)* kemudian dikembangkan oleh Masruroh dan Himam (2014) menjadi gaya kepemimpinan yang dilakukan oleh seorang pemimpin untuk menginspirasi, memotivasi, dan memberikan perhatian kepada bawahannya dalam rangka mencapai tujuan yang melebihi apa yang telah direncanakan sebelumnya. Dengan demikian, *transformational leadership (TL)* tidak hanya berorientasi pada pencapaian target organisasi, tetapi juga pada pengembangan individu dalam tim. Menurut Marques et al. (2023), *transformational leadership (TL)* memiliki kemampuan untuk menginspirasi pekerja dengan mengkomunikasikan visi yang jelas, menciptakan suasana inovatif, dan memberikan dukungan emosional. Carless et al. (2000) menambahkan bahwa *transformational leadership (TL)* juga memberikan perhatian individual kepada pekerja, mendorong pertumbuhan pribadi, dan menciptakan rasa tanggung jawab kolektif dalam organisasi.

Dalam konteks pekerja Generasi Z, *transformational leadership (TL)* sangat relevan karena Generasi Z menghargai *feedback* berkelanjutan, kesempatan berkembang, serta hubungan transparan dan suportif dengan atasan (Schroth, 2019). Gaya kepemimpinan ini dapat meningkatkan motivasi, kepuasan, dan loyalitas pekerja Generasi Z serta secara efektif menurunkan *turnover intention (TI)* (Carless et al., 2000; Chillakuri, 2020; Bass & Avolio, 1994; Marques et al., 2023). Selain itu, *transformational leadership (TL)* juga berperan dalam membentuk budaya kerja yang inovatif dan adaptif dengan fokus pada kesejahteraan dan pertumbuhan pekerja jangka panjang (Bass & Riggio, 2006).

Turnover Intention (TI)

Turnover intention (TI) atau niat untuk keluar dari organisasi sering kali merupakan respons atau strategi *coping* yang digunakan oleh pekerja untuk menghindari situasi kerja yang tidak diinginkan (Petriglieri, 2011). Menurut Tett dan Meyer (1993), *turnover intention (TI)* adalah tahap akhir dari rangkaian pikiran penarikan diri ketika pekerja mulai mempertimbangkan untuk meninggalkan pekerjaan mereka. *Turnover intention (TI)* terbentuk dari keinginan yang muncul dalam diri individu pekerja, yang disebabkan oleh adanya ketidakpuasan

company (Wiliyanto et al., 2020). In addition, the level of turnover intention (TI) can also be predicted by person-organization fit, namely the match between the worker's characteristics or skills with organizational values and job demands, and job embeddedness, namely attachment or comfortable relationships with coworkers (Ciptaningtyas et al., 2017). In other words, the higher the fit between organizational values and individual characteristics, and the stronger the social attachment in the workplace, the lower the turnover intention (TI).

Several studies have shown that transformational leadership (TL) has a significant impact on reducing turnover intention (TI). This influence occurs both directly and indirectly through a mediation pathway involving other factors such as employee performance, trust, employee-organization fit, and affective commitment (Yücel, 2021; Xiong et al., 2023; Saeed & Jun, 2022). Transformational leadership (TL) enables employees to perceive that organizational activities, support, attention, and values contribute to employee relationships and foster high levels of affective commitment to the organization (Yücel, 2021; Saeed & Jun, 2022). Xiong et al. (2023) state that when leaders lack compelling character and exceptional abilities, they are unable to provide a clear orientation and pay less attention to material well-being and interpersonal relationships, which contribute to a positive atmosphere within the company. This can also foster turnover intention (TI) in Generation Z, so it can be concluded that the way to make Generation Z stay in a company does not only depend on personal factors such as industry preferences, but is also related to the behavior and values of leaders that are in line with their expectations (Xiong et al., 2023).

High turnover can have negative impacts on organizations, including increased recruitment costs, retraining costs, and disruption to operational productivity (Roodt & Bothma, 1997). Therefore, organizations seeking to retain employees, especially Generation Z, must consider leadership styles that support a more attractive workplace with minimal turnover.

Hypothesis 1: Transformational leadership (TL) is negatively related to turnover intention (TI) in Generation Z workers.

terkait pekerjaannya, lingkungan kerja, kepemimpinan, atau hal lain yang membuatnya merasa tidak nyaman berada di perusahaan (Wiliyanto et al., 2020). Selain itu, tingkat *turnover intention (TI)* juga dapat diprediksi oleh *person-organization fit*, yaitu kesesuaian antara karakteristik atau keterampilan pekerja dengan nilai organisasi dan tuntutan pekerjaan, serta *job embeddedness*, yaitu keterikatan atau hubungan yang nyaman dengan rekan kerja (Ciptaningtyas et al., 2017). Dengan kata lain, semakin tinggi kesesuaian antara nilai organisasi dan karakteristik individu, serta semakin kuat keterikatan sosial di tempat kerja, semakin rendah *turnover intention (TI)*.

Beberapa studi telah menyatakan bahwa *transformational leadership (TL)* memiliki pengaruh yang signifikan dalam mengurangi *turnover intention (TI)*. Pengaruh ini terjadi baik secara langsung maupun tidak langsung melalui jalur mediasi yang melibatkan faktor lain seperti performa pekerja, kepercayaan yang diberi untuk pekerja, kecocokan antara pekerja dan organisasi serta adanya komitmen afektif (Yücel, 2021; Xiong et al., 2023; Saeed & Jun, 2022). *Transformational leadership (TL)* memungkinkan pekerja memahami bahwa aktivitas, dukungan, perhatian, dan nilai organisasi berkontribusi pada hubungan dengan pekerja dan meningkatkan komitmen afektif yang tinggi terhadap organisasi (Yücel, 2021; Saeed & Jun, 2022). Xiong et al. (2023) menyatakan bahwa ketika pemimpin tidak memiliki karakter yang meyakinkan dan kemampuan yang luar biasa, mereka tidak dapat memberi orientasi yang jelas dan kurang memperhatikan kesejahteraan materi serta hubungan interpersonal untuk menciptakan suasana yang baik di perusahaan. Hal ini juga dapat menumbuhkan *turnover intention (TI)* pada Generasi Z, sehingga dapat ditarik garis merah bahwa cara untuk dapat membuat Generasi Z bertahan di sebuah perusahaan tidak hanya bergantung pada faktor pribadi seperti preferensi industri saja, tetapi juga berkaitan dengan perilaku dan nilai pemimpin yang sesuai dengan harapan mereka (Xiong et al., 2023).

Turnover yang tinggi dapat berdampak negatif bagi organisasi, termasuk meningkatnya biaya rekrutmen, pelatihan ulang, serta terganggunya produktivitas operasional (Roodt & Bothma, 1997). Oleh karena itu, organisasi yang ingin mempertahankan pekerja, terutama dari Generasi Z, harus memperhatikan gaya kepemimpinan yang mendukung untuk terciptanya tempat kerja yang lebih atraktif dan minim *turnover*.

Hipotesis 1: Transformational leadership (TL) berhubungan secara negatif dengan *turnover intention (TI)* pada pekerja Generasi Z.

Caring Ethical Climate (CEC)

Caring ethical climate (CEC) refers to an organizational climate that emphasizes collective concern and well-being. Victor and Cullen (1988) developed an ethical climate model consisting of three main dimensions based on the sources of ethical decision-making: (1) egoism; (2) benevolence; and (3) principle; and three loci of reference: (1) individual; (2) local; and (3) cosmopolitan. Egoism prioritizes self-interest and the common good, benevolence encourages concern for others and the greatest well-being of the greatest number, while principle emphasizes the importance of adherence to rules and regulations in ethical decision-making (Victor & Cullen, 1988). Benevolence (benevolent climate) is also often associated with increased organizational commitment and job satisfaction, as well as decreased intention to leave (turnover intention [TI]; Parboteeah et al., 2024). The combination of the three main dimensions of ethical climate and the three loci of reference yields nine types of ethical climate (Victor & Cullen, 1988). However, empirical studies consistently find only five valid types of ethical climate, namely: (1) instrumental climate (egoism-individual and egoism-local); (2) caring climate (benevolence-individual and benevolence-local); and (3) three principled combinations (Martin & Cullen, 2006).

In this study, the measurement of caring ethical climate (CEC) focused on the benevolence dimension, specifically at the individual and local loci, in accordance with the concept of caring ethical climate (CEC) by Martin and Cullen (2006). This approach is also in line with the study's objectives, which assess the dynamics of work relationships and organizational climate from an internal company and individual perspective, without including the cosmopolitan dimension oriented towards broader social responsibility (Trevino et al., 1998). The focus on benevolence at the individual and local levels is supported by empirical findings showing that caring ethical climate (CEC) at this level is positively correlated with organizational commitment, job satisfaction, and decreased turnover intention (TI; Ozyer et al., 2010; Parboteeah et al., 2024). This climate reflects the preferences of organizational members to care for each other and maximize shared well-being in their work environment, which in turn supports positive behavior and reduces unethical behavior (Martin & Cullen, 2006; Simha & Cullen, 2012).

In this context, effective transformational leadership (TL), particularly in creating a caring ethical climate (CEC),

Caring Ethical Climate (CEC)

Caring ethical climate (CEC) merujuk pada iklim organisasi yang menekankan kepedulian dan kesejahteraan kolektif. Victor dan Cullen (1988) menyusun model *ethical climate* yang terdiri dari tiga dimensi utama berdasarkan sumber pengambilan keputusan etis, yakni: (1) *egoism*; (2) *benevolence*; dan (3) *principle*; serta tiga lokus referensi, yaitu: (1) *individual*; (2) *local*; dan (3) *cosmopolitan*. *Egoism* memprioritaskan kepentingan diri sendiri dan manfaat bersama, *benevolence* mendorong kepedulian terhadap sesama dan kesejahteraan terbesar bagi banyak orang, sedangkan *principle* menekankan pentingnya kepatuhan terhadap aturan dan regulasi dalam pengambilan keputusan etis (Victor & Cullen, 1988). *Benevolence (benevolent climate)* juga sering dikaitkan dengan peningkatan komitmen organisasi dan kepuasan kerja, serta penurunan niat untuk keluar (*turnover intention [TI]*; Parboteeah et al., 2024). Kombinasi tiga dimensi utama *ethical climate* dan tiga lokus referensi menghasilkan sembilan tipe *ethical climate* (Victor & Cullen, 1988). Namun, studi empiris konsisten menemukan hanya lima tipe *ethical climate* yang valid, yaitu: (1) iklim instrumental (*egoism-individual* dan *egoism-local*); (2) iklim *caring* (*benevolence-individual* dan *benevolence-local*); dan (3) tiga kombinasi *principled* (Martin & Cullen, 2006).

Dalam studi ini, pengukuran *caring ethical climate (CEC)* difokuskan pada dimensi *benevolence*, khususnya pada lokus *individual* dan *local* sesuai konsep *caring ethical climate (CEC)* oleh Martin dan Cullen (2006). Pendekatan ini juga linier dengan tujuan studi yang menilai dinamika hubungan kerja dan iklim organisasi dari perspektif internal perusahaan dan individu, tanpa memasukkan dimensi *cosmopolitan* yang berorientasi pada tanggung jawab sosial yang lebih luas (Trevino et al., 1998). Fokus pada *benevolence* di tingkat individual dan lokal didukung oleh temuan empiris yang menunjukkan bahwa *caring ethical climate (CEC)* pada level ini berkorelasi positif dengan komitmen organisasi, kepuasan kerja, dan penurunan *turnover intention (TI)*; Ozyer et al., 2010; Parboteeah et al., 2024). Iklim ini mencerminkan preferensi anggota organisasi untuk saling peduli dan memaksimalkan kesejahteraan bersama dalam lingkungan kerja mereka, yang pada gilirannya mendukung perilaku positif dan mengurangi perilaku tidak etis (Martin & Cullen, 2006; Simha & Cullen, 2012).

Dalam konteks ini, *transformational leadership (TL)* yang efektif, terutama dalam menciptakan *caring ethical*

serves to reduce turnover intention (TI) by providing emotional support and improving worker well-being (Ozyer et al., 2010; Yücel, 2021). This is supported by Sağnak's (2010) findings, which state that of the various types of ethical climate positively related to transformational leadership (TL), the strongest relationship was found between transformational leadership (TL) and a caring ethical climate (CEC) because the concept of transformational leadership (TL) aligns with the core of a caring ethical climate (CEC), which prioritizes shared well-being. A positive ethical climate also increases employee loyalty to the organization, thereby reducing turnover intention (TI; Ozyer et al., 2010). A caring ethical climate (CEC) creates an environment that supports the social and ethical values valued by Generation Z, thereby reducing the likelihood of turnover (Ozyer et al., 2022).

Hypothesis 2: Transformational leadership (TL) is negatively related to turnover intention (TI) through caring ethical climate (CEC) in Generation Z.

Physical Work Environment (PWE)

The physical work environment (PWE) is a crucial aspect that influences employee performance and well-being within an organization. Sander et al. (2019) developed the Reactions to Physical Work Environment Scale (RPWES) conceptual framework, which integrates the concept of the physical work environment with established psychological frameworks, encompassing the following factors: (1) cognitive (focus); (2) affective (sense of beauty); and (3) relational (connectedness). This framework explains that employee perceptions of work environment features such as ergonomic features (e.g., desks and chairs), physical features (e.g., plants and layout), or ambiance (e.g., lighting and air quality) play a significant role in shaping psychological responses that influence their work outcomes (Sander et al., 2019). According to Sander et al. (2019), the influence of various work environment features on employee performance and behavior is highly dependent on how individuals subjectively perceive, evaluate, and respond to these features. In other words, not only physical aspects play a role, but also workers' perceptions of the environment which can increase motivation, creativity, and job satisfaction (Sander et al., 2019).

In a positive physical work environment (PWE), such as an ergonomic workspace and adequate lighting, wor-

climate (CEC), berfungsi untuk mengurangi *turnover intention (TI)* dengan memberikan dukungan emosional dan meningkatkan kesejahteraan pekerja (Ozyer et al., 2010; Yücel, 2021). Hal ini didukung oleh temuan studi Sağnak (2010), bahwa dari berbagai macam tipe *ethical climate* yang berhubungan positif dengan *transformational leadership (TL)*, hubungan paling tinggi ditemukan antara *transformational leadership (TL)* dengan *caring ethical climate (CEC)* karena konsep *transformational leadership (TL)* selaras dengan inti dari *caring ethical climate (CEC)*, yaitu mengutamakan kesejahteraan bersama. *Ethical climate* yang positif juga meningkatkan loyalitas pekerja terhadap organisasi sehingga *turnover intention (TI)* dapat ditekan (Ozyer et al., 2010). *Caring ethical climate (CEC)* menciptakan lingkungan yang mendukung nilai sosial dan etika yang dihargai oleh Generasi Z, sehingga mengurangi kemungkinan *turnover* (Ozyer et al., 2022).

Hipotesis 2: Transformational leadership (TL) berhubungan secara negatif dengan *turnover intention (TI)* melalui *caring ethical climate (CEC)* pada Generasi Z.

Physical Work Environment (PWE)

Lingkungan kerja fisik atau *physical work environment (PWE)* merupakan salah satu aspek krusial yang memengaruhi kinerja dan kesejahteraan pekerja dalam organisasi. Sander et al. (2019) mengembangkan kerangka konseptual *Reactions to Physical Work Environment Scale (RPWES)* yang mengintegrasikan konsep lingkungan kerja fisik dengan kerangka psikologis yang sudah mapan, meliputi faktor: (1) kognitif (*focus*); (2) afektif (*sense of beauty*); dan (3) relasional (*connectedness*). Kerangka ini menjelaskan bahwa persepsi pekerja terhadap fitur lingkungan kerja seperti fitur ergonomis (misal: meja dan kursi), fitur fisik (misal: tanaman dan tata letak), atau fitur suasana (misal: pencahayaan dan kualitas udara) berperan penting dalam membentuk respons psikologis yang memengaruhi hasil kerja mereka (Sander et al., 2019). Menurut Sander et al. (2019), pengaruh dari berbagai fitur lingkungan kerja terhadap kinerja dan perilaku pekerja sangat bergantung pada bagaimana individu tersebut mempersepsikan, mengevaluasi, dan merespon fitur tersebut secara subjektif. Dengan kata lain, tidak hanya aspek fisik yang berperan, tetapi juga persepsi pekerja terhadap lingkungan yang dapat meningkatkan motivasi, kreativitas, dan kepuasan kerja (Sander et al., 2019).

Dalam kondisi *physical work environment (PWE)* yang positif, seperti ruang kerja ergonomis dan pencahayaan

kers tend to feel more comfortable and satisfied, ultimately reducing their perception of turnover intention (TI; Wiliyanto et al., 2020). Conversely, an inadequate physical work environment (PWE) can exacerbate worker stress, increase dissatisfaction, and ultimately lead to increased turnover intention (TI; Wiliyanto et al., 2020). Wiliyanto et al. (2020) explain this phenomenon by stating that a better work environment increases employee motivation and satisfaction, which in turn reduces turnover intention (TI). Generation Z, known to highly value work-life balance, is more likely to be influenced by the quality of their physical environment in making decisions about whether to stay or leave an organization (turnover intention [TI]; Siregar et al., 2023). In line with the Reactions to Physical Work Environment Scale (RPWES) framework, the hypothesis of this study states that the physical work environment (PWE) that supports the aspects of focus, sense of beauty, and connectedness acts as a moderator that strengthens the relationship between caring ethical climate (CEC) and turnover intention (TI) in Generation Z workers. In other words, a positive physical work environment (PWE) can increase the strength of the relationship between caring ethical climate (CEC) and workers' retention intention (reducing turnover intention [TI]).

Hypothesis 3a: Physical work environment (PWE) that supports focus can strengthen the relationship between caring ethical climate (CEC) and turnover intention (TI) in Generation Z workers.

Hypothesis 3b: Physical work environment (PWE) that supports sense of beauty can strengthen the relationship between caring ethical climate (CEC) and turnover intention (TI) in Generation Z workers.

Hypothesis 3c: Physical work environment (PWE) that supports connectedness can strengthen the relationship between caring ethical climate (CEC) and turnover intention (TI) in Generation Z workers.

Social Exchange Theory (SET)

Social Exchange Theory (SET) is one of the most influential conceptual paradigms in understanding workplace behavior (Cropanzano & Mitchell, 2005). The theory's roots can be traced back to the early 20th century, connecting disciplines such as anthropology, social psychology, and sociology (Blau, 1964; Gouldner, 1960; Homans, 1958). Social Exchange Theory (SET) empha-

yang memadai, pekerja cenderung merasa lebih nyaman dan puas sehingga pada akhirnya menurunkan persepsi mereka terhadap *turnover intention* (TI; Wiliyanto et al., 2020). Sebaliknya, *physical work environment* (PWE) yang tidak memadai dapat memperburuk kondisi stres pekerja, meningkatkan ketidakpuasan, dan pada akhirnya mendorong *turnover intention* (TI; Wiliyanto et al., 2020). Wiliyanto et al. (2020) menjelaskan fenomena ini dengan gambaran bahwa saat lingkungan kerja semakin baik, ini akan meningkatkan motivasi kerja dan kepuasan pekerja yang kemudian menurunkan *turnover intention* (TI). Generasi Z, yang dikenal sangat menghargai keseimbangan kerja dan kehidupan (*work-life balance*), lebih mungkin terpengaruh oleh kualitas lingkungan fisik mereka dalam membuat keputusan untuk bertahan atau meninggalkan organisasi (*turnover intention* [TI]; Siregar et al., 2023). Sejalan dengan kerangka *Reactions to Physical Work Environment Scale* (RPWES), hipotesis studi ini menyatakan bahwa *physical work environment* (PWE) yang mendukung aspek *focus*, *sense of beauty*, dan *connectedness* berperan sebagai moderator yang memperkuat hubungan antara *caring ethical climate* (CEC) dengan *turnover intention* (TI) pada pekerja Generasi Z. Dengan kata lain, *physical work environment* (PWE) yang positif dapat meningkatkan kekuatan hubungan *caring ethical climate* (CEC) terhadap niat bertahan pekerja (menurunkan *turnover intention* [TI]).

Hipotesis 3a: *Physical work environment* (PWE) yang mendukung *focus* dapat memperkuat hubungan antara *caring ethical climate* (CEC) dengan *turnover intention* (TI) pada pekerja Generasi Z.

Hipotesis 3b: *Physical work environment* (PWE) yang mendukung *sense of beauty* dapat memperkuat hubungan antara *caring ethical climate* (CEC) dengan *turnover intention* (TI) pada pekerja Generasi Z.

Hipotesis 3c: *Physical work environment* (PWE) yang mendukung *connectedness* dapat memperkuat hubungan antara *caring ethical climate* (CEC) dengan *turnover intention* (TI) pada pekerja Generasi Z.

Social Exchange Theory (SET)

Social Exchange Theory (SET) merupakan salah satu paradigma konseptual paling berpengaruh dalam memahami perilaku di tempat kerja (Cropanzano & Mitchell, 2005). Akar teori ini dapat ditelusuri kembali hingga awal abad ke-20, yang menghubungkan berbagai disiplin ilmu seperti antropologi, psikologi sosial, dan sosiologi (Blau, 1964; Gouldner, 1960; Homans, 1958). *Social Exchange*

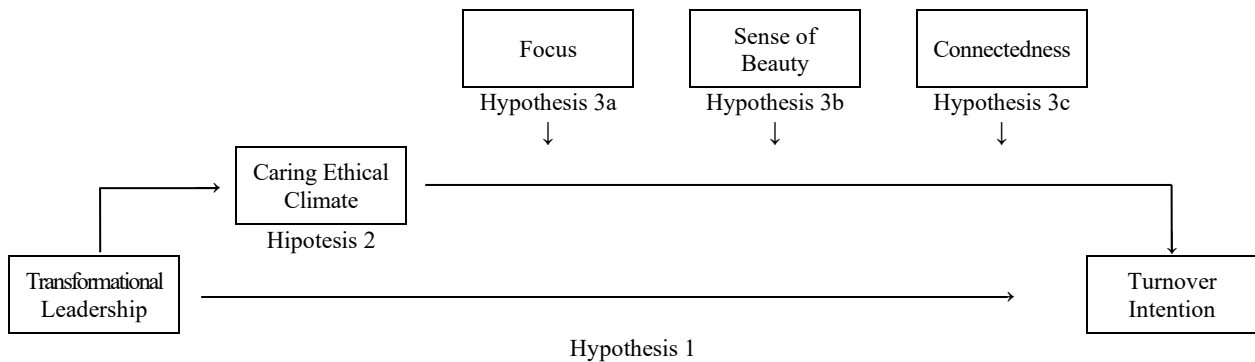


Figure 1. Model of study.

sizes that social interactions in the workplace are a series of transactions that result in reciprocal obligations between individuals (Emerson, 1976). These transactions are interdependent and influenced by the actions of others, thus potentially forming high-quality relationships when exchange norms and rules are well implemented (Blau, 1964; Cropanzano & Mitchell, 2005).

In the context of this study model, transformational leadership (TL) can be understood as a form of investment and support from leaders to workers that creates a social obligation for workers to demonstrate commitment and loyalty, including reducing turnover intention (TI). A caring ethical climate (CEC) and physical work environment (PWE) are organizational resources that strengthen workers' perceptions that they are treated fairly and cared for, thus forming healthy social relationships between workers and the organization. When workers receive this support, they tend to reciprocate with positive attitudes such as increased work commitment and loyalty (Cropanzano & Mitchell, 2005). Social Exchange Theory (SET) provides a powerful framework for explaining how the quality of reciprocal relationships between leaders and workers, as well as the physical work environment (PWE), can influence organizational turnover intention (TI). Information regarding the study model is available in Figure 1.

Theory (SET) menekankan bahwa interaksi sosial di tempat kerja merupakan rangkaian transaksi yang menghasilkan kewajiban timbal balik antara individu (Emerson, 1976). Transaksi ini bersifat saling bergantung dan dipengaruhi oleh tindakan pihak lain, sehingga berpotensi membentuk hubungan berkualitas tinggi ketika norma dan aturan pertukaran dijalankan dengan baik (Blau, 1964; Cropanzano & Mitchell, 2005).

Dalam konteks model studi ini, *transformational leadership (TL)* dapat dipahami sebagai bentuk investasi dan dukungan dari pemimpin kepada pekerja yang menciptakan kewajiban sosial bagi pekerja untuk menunjukkan komitmen dan loyalitas, termasuk menurunkan *turnover intention (TI)*. *Caring ethical climate (CEC)* dan *physical work environment (PWE)* merupakan sumber daya organisasi yang memperkuat persepsi pekerja bahwa mereka diperlakukan adil dan diperhatikan, sehingga hubungan sosial yang sehat terbentuk antara pekerja dan organisasi. Ketika pekerja menerima dukungan ini, mereka cenderung membalasnya dengan sikap positif seperti peningkatan komitmen dan loyalitas kerja (Cropanzano & Mitchell, 2005). *Social Exchange Theory (SET)* menjadi kerangka kerja yang kuat untuk menjelaskan bagaimana kualitas hubungan timbal balik antara pemimpin dan pekerja, serta *physical work environment (PWE)*, dapat memengaruhi *turnover intention (TI)* dari organisasi. Informasi sehubungan model studi tersedia pada Gambar 1.

Method

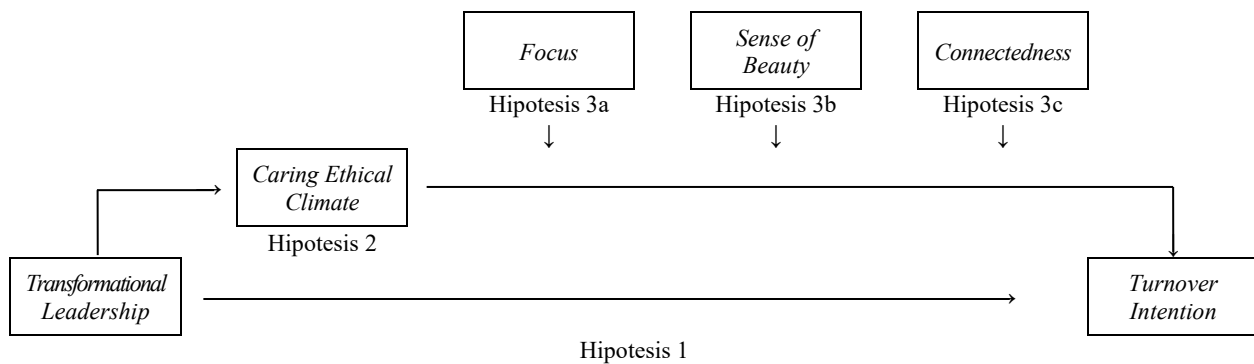
Study Participants and Procedures

The population of this study was Generation Z workers across Indonesia, aged 19-27, with a direct superior, and having worked at the company for at least one year. This age range was chosen because Generation Z is

Metode

Partisipan dan Prosedur Studi

Populasi studi ini adalah pekerja Generasi Z di seluruh Indonesia dengan rentang usia 19-27 tahun, memiliki atasan langsung, dan telah bekerja di perusahaan tersebut minimal 1 tahun. Rentang usia tersebut dipilih ka-



Gambar 1. Model studi.

defined as those born between 1997 and 2013 (Dimock, 2019). The minimum one-year experience requirement for working with a direct superior was established to ensure participants had sufficient experience in understanding the company's leadership style and ethical climate. Therefore, the data obtained accurately reflects the influence of various factors on the variables studied.

The approach utilized for data collection was quantitative self-report with a convenience sampling method, which allowed the authors to access study participants, namely Generation Z workers, in the most practical and efficient manner. Previous studies on Generation Z behavior have successfully obtained a robust dataset with convenience sampling (Vu et al., 2023). Based on the G*Power calculations, with a medium effect size (.15), statistical power of .95, and a significance level of .05, the required sample size is 317 participants. Data collection was conducted through an online survey distributed through social media. As a token of appreciation, digital currency worth IDR 400,000.00 will be awarded to 20 lucky study participants through a lottery system.

Study Design

Based on the study's objectives, this study is a non-experimental quantitative research with a cross-sectional design utilizing a self-report survey. The quantitative method was chosen because the collected data will be analyzed in numerical form, which will then be processed utilizing statistical methods to identify certain patterns (Aliaga & Gunderson, 2002).

The data obtained from this study were analyzed using Confirmatory Factor Analysis (CFA) to test the reliability and construct validity of the measuring instru-

rena Generasi Z didefinisikan sebagai generasi yang lahir antara tahun 1997 hingga 2013 (Dimock, 2019). Kriteria pengalaman minimal satu tahun bekerja dengan atasan langsung ditetapkan agar partisipan studi memiliki pengalaman yang cukup dalam memahami gaya kepemimpinan dan iklim etika perusahaan yang berlaku. Dengan demikian, data yang diperoleh dapat mencerminkan dengan baik pengaruh berbagai faktor terhadap variabel yang diteliti.

Pendekatan yang digunakan untuk pengambilan data adalah *quantitative self-report* dengan metode *convenience sampling*, yang memungkinkan para penulis untuk mengakses partisipan studi berupa pekerja Generasi Z dengan cara yang paling praktis dan efisien. Studi sebelumnya terkait perilaku Generasi Z berhasil mendapatkan *dataset* yang kuat dengan *convenience sampling* (Vu et al., 2023). Berdasarkan perhitungan *G*Power*, dengan ukuran efek sedang (0,15), kekuatan statistik 0,95, dan tingkat signifikansi 0,05, jumlah sampel yang diperlukan adalah 317 partisipan. Pengumpulan data dilakukan melalui survei daring yang disebarluaskan melalui media sosial. Sebagai bentuk apresiasi, uang digital senilai IDR 400.000,00 akan diberikan kepada 20 partisipan studi beruntung melalui sistem undian.

Desain Studi

Berdasarkan tujuan studi, studi ini adalah penelitian kuantitatif non-eksperimental dengan desain *cross-sectional* menggunakan survei *self-report*. Metode kuantitatif dipilih karena data yang dikumpulkan akan dianalisis dalam bentuk numerik, yang kemudian diolah dengan metode statistika untuk mengidentifikasi pola tertentu (Aliaga & Gunderson, 2002).

Data yang diperoleh dari studi ini dianalisis dengan *Confirmatory Factor Analysis (CFA)* untuk menguji reliabilitas dan validitas konstruk alat ukur yang diguna-

ment utilized. The main objective of this analysis is to ensure that the measuring instrument is in accordance with the designed theoretical model. Several model fit indices used in Confirmatory Factor Analysis (CFA) include Chi-Square, Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). According to Kline (2016), a model is considered appropriate or “fit” if the Comparative Fit Index (CFI) and Tucker Lewis Index (TLI) have values greater than .90, while the Root Mean Square Error of Approximation (RMSEA) must be below .06 and the Standardized Root Mean Square Residual (SRMR) below .08. This index will provide an overview of how well the model fits the data obtained from study participants, ensuring the accuracy and validity of the measuring instrument utilized in this study.

After the model was confirmed, the next step was to test the mediation-moderation using the PROCESS Hayes Model (Hayes, 2013). The analysis was conducted twice, utilizing PROCESS Model 4 for mediation and Model 14 for mediation-moderation. This technique allows the authors to efficiently test the interaction effects and the significance of the influence between variables, while also identifying whether there is a mediation or moderation relationship in the model. Test results are considered significant if the probability value (*p-value*) is below .05, indicating an influence between the variables. All analyses were conducted using RStudio 4.4.1 software, which supports PROCESS Macro integration, to ensure that the statistical test results can be interpreted accurately and comprehensively.

Study Instruments

This study measures four main variables: (1) transformational leadership (TL); (2) turnover intention (TI); (3) caring ethical climate (CEC); and (4) physical work environment (PWE). The scales measuring transformational leadership (TL) and physical work environment (PWE) have been adapted into Bahasa Indonesia and are multidimensional; while turnover intention (TI) and caring ethical climate (CEC) are unidimensional. The reliability of the items in these scales was tested using Corrected Item-Total Correlation (CITC), which measures the correlation between the score of an item and the total score of all other items in the scale. According to Nunnally and Bernstein (1994), a minimum Corrected Item-Total Correlation (CITC) value of .3 is considered acceptable. Detailed information regarding the study data collection is available in Table 1.

kan. Tujuan utama dari analisis ini adalah memastikan bahwa alat ukur telah sesuai dengan model teoretis yang dirancang. Beberapa indeks *model fit* yang digunakan dalam *Confirmatory Factor Analysis (CFA)* mencakup *Chi-Square*, *Comparative Fit Index (CFI)*, *Tucker Lewis Index (TLI)*, *Root Mean Square Error of Approximation (RMSEA)*, dan *Standardized Root Mean Square Residual (SRMR)*. Menurut Kline (2016), sebuah model dianggap sesuai atau “fit” jika indeks *Comparative Fit Index (CFI)* dan *Tucker Lewis Index (TLI)* memiliki nilai lebih dari 0,90, sedangkan nilai *Root Mean Square Error of Approximation (RMSEA)* harus di bawah 0,06 dan *Standardized Root Mean Square Residual (SRMR)* di bawah 0,08. Indeks ini akan memberikan gambaran mengenai seberapa baik model tersebut cocok dengan data yang diperoleh dari partisipan studi, memastikan keakuratan serta validitas alat ukur yang digunakan dalam studi ini.

Setelah model terkonfirmasi, tahap selanjutnya adalah pengujian mediasi-moderasi dengan *PROCESS Hayes Model* (Hayes, 2013). Analisis akan dilakukan dua kali dengan *PROCESS Model 4* untuk mediasi dan *Model 14* untuk mediasi-moderasi. Teknik ini memungkinkan para penulis untuk menguji efek interaksi dan signifikansi pengaruh antar variabel secara efisien, sekaligus mengidentifikasi apakah terdapat hubungan mediasi atau moderasi dalam model. Hasil pengujian dianggap signifikan jika nilai probabilitas (*p-value*) di bawah 0,05, yang menunjukkan adanya pengaruh antar variabel. Seluruh analisis dilakukan dengan perangkat lunak *RStudio 4.4.1*, yang mendukung integrasi *PROCESS Macro*, untuk memastikan hasil uji statistik dapat diinterpretasikan secara akurat dan komprehensif.

Alat Ukur Studi

Studi ini mengukur empat variabel utama: (1) *transformational leadership (TL)*; (2) *turnover intention (TI)*; (3) *caring ethical climate (CEC)*; dan (4) *physical work environment (PWE)*. Skala yang mengukur variabel *transformational leadership (TL)* dan *physical work environment (PWE)* telah disesuaikan ke dalam Bahasa Indonesia dan bersifat multidimensional; sedangkan variabel *turnover intention (TI)* dan *caring ethical climate (CEC)* bersifat unidimensional. Reliabilitas butir dalam skala ini diuji menggunakan *Corrected Item-Total Correlation (CITC)*, yang mengukur korelasi antara skor suatu butir dengan total skor dari semua butir lainnya dalam skala tersebut. Berdasarkan Nunnally dan Bernstein (1994), nilai *Corrected Item-Total Correlation (CITC)* minimal 0,3 dianggap dapat diterima. Informasi detail sehubungan pengumpulan data variabel studi tersedia pada Tabel 1.

Transformational Leadership (TL)

Transformational leadership (TL) is measured using the Global Transformational Leadership Scale (GTL), which consists of seven dimensions, each with one item (Carless et al., 2000). Adapted from a previous study, the Global Transformational Leadership Scale (GTL) achieved a Cronbach's alpha reliability of .93. Study participants were asked to respond using a self-report system with a five-point Likert scale ranging from "1 (*Never*)" to "6 (*Always*)". An example item on this measurement tool is: "My supervisor communicates a clear and positive outlook for the future". Corrected Item-Total Correlation (CITC) values ranged from .653 to .837, indicating that all items contribute well to the scale's internal consistency. This scale aims to evaluate the extent to which leaders build trust and collaboration within teams, which are hallmarks of transformational leadership (TL; Carless et al., 2000).

Turnover Intention (TI)

Turnover intention (TI) was measured using the Turnover Intention Scale-6 (TIS-6), which consists of six items (Bothma & Roodt, 2013). This scale was then adapted to obtain six items with a Cronbach's alpha of .81. Study participants were asked to respond using a self-report system with a six-point Likert scale, ranging from "1 (*Never*)" to "6 (*Always*)". An example of an item from the Turnover Intention Scale-6 (TIS-6) is: "I have considered leaving my job". Corrected Item-Total Correlation (CITC) values ranged from .320 to .707, indicating that all items adequately represent the construct being measured. This measurement aims to assess the extent of employee turnover intention (TI) and the factors that influence it (Bothma & Roodt, 2013).

Caring Ethical Climate (CEC)

Caring ethical climate (CEC) was measured using Cullen et al.'s (1993) Ethical Climate Questionnaire (ECQ), which is theoretically multidimensional with various combinations of dimensions and locus of analysis. Based on empirical testing by Victor and Cullen (1988), caring ethical climate (CEC) was only identified at the individual and local levels, without including the cosmopolitan level (social responsibility). Trevino et al. (1998) later clarified this model by distinguishing between employee-focused climate, encompassing benevolence at the in-

Transformational Leadership (TL)

Transformational leadership (TL) diukur menggunakan skala *Global Transformational Leadership Scale (GTL)* yang terdiri dari tujuh dimensi, dan tiap dimensi terdiri dari satu butir (Carless et al., 2000). Setelah diadaptasi dari studi sebelumnya, *Global Transformational Leadership Scale (GTL)* mendapat nilai reliabilitas *Cronbach's alpha* sebesar 0,93. Partisipan studi diminta untuk menjawab dengan sistem *self-report* dengan rentang skala *Likert* lima poin, dari "1 (*Tidak Pernah*)" hingga "6 (*Selalu*)". Salah satu contoh butir pada alat ukur ini adalah: "Atasan saya mengomunikasikan pandangan masa depan dengan jelas dan positif". Nilai *Corrected Item-Total Correlation (CITC)* berkisar antara 0,653 hingga 0,837, menunjukkan bahwa semua butir berkontribusi dengan baik terhadap konsistensi internal skala. Skala ini bertujuan mengevaluasi sejauh mana pemimpin membangun kepercayaan dan kolaborasi dalam tim, yang menjadi ciri khas *transformational leadership (TL)*; Carless et al., 2000).

Turnover Intention (TI)

Turnover intention (TI) diukur menggunakan *Turnover Intention Scale-6 (TIS-6)* yang terdiri dari enam butir (Bothma & Roodt, 2013). Skala ini kemudian diadaptasi dan diperoleh enam butir dengan *Cronbach's alpha* sebesar 0,81. Partisipan studi diminta untuk menjawab dengan sistem *self-report* dengan rentang skala *Likert* enam poin, dari "1 (*Tidak Pernah*)" hingga "6 (*Selalu*)". Contoh butir dari *Turnover Intention Scale-6 (TIS-6)* ini adalah: "Saya mempertimbangkan untuk meninggalkan pekerjaan saya". Nilai *Corrected Item-Total Correlation (CITC)* berkisar antara 0,320 hingga 0,707, menunjukkan bahwa semua butir cukup merepresentasikan konstruk yang diukur. Pengukuran ini bertujuan menilai sejauh mana *turnover intention (TI)* pekerja dan faktor yang memengaruhinya (Bothma & Roodt, 2013).

Caring Ethical Climate (CEC)

Caring ethical climate (CEC) diukur menggunakan *Ethical Climate Questionnaire (ECQ)* milik Cullen et al. (1993), yang secara teoretis bersifat multidimensional dengan berbagai kombinasi dimensi dan *locus analysis*. Berdasarkan pengujian empiris oleh Victor dan Cullen (1988), *caring ethical climate (CEC)* hanya teridentifikasi pada tingkat *individual* dan *local*, tanpa memasukkan tingkat *cosmopolitan (social responsibility)*. Trevino et al. (1998) kemudian memperjelas model ini dengan membedakan iklim yang berfokus pada pekerja (*employee-*

Table 1
Study Variable Data Collection

Study Variable Instruments	Items	CITC
Global Transformational Leadership Scale (GTL) (Carless et al., 2000) Cronbach's $\alpha = .93$	1. Communicates a clear, positive vision of the future.	.793
	2. Treats staff as individuals, and supports and encourages their development.	.653
	3. Gives encouragement and recognition to staff.	.817
	4. Fosters trust, involvement and cooperation amongst team members.	.837
	5. Encourages thinking about problems in new ways and questions assumptions.	.809
	6. Is clear about his/her values and practices what he/she preaches.	.745
	7. Instills pride and respect in others and inspires me by being highly competent.	.796
Turnover Intention Scale-6 (TIS-6) (Bothma & Roodt, 2013) Cronbach's $\alpha = .81$	1. How often do you dream about getting another job that will better suit your personal needs?	.655
	2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	.707
	3. How often have you considered leaving your job?	.694
	4. How likely are you to accept another job at the same compensation level should it be offered to you?	.677
	5. How satisfying is your job in fulfilling your personal needs?	.320
	6. How often do you look forward to another day at work?	.402
Ethical Climate Questionnaire (ECQ) (Cullen et al., 1993) Cronbach's $\alpha = .77$	1. In this company, people look out for each other's good.	.542
	2. In this company, our major concern is always what is best for the other person.	.519
	3. What is best for each individual is a primary concern in this organization.	.330
	4. The most important concern is the good of all the people in the company.	.655
	5. Our major consideration is what is best for everyone in the company.	.637
	6. People are very concerned about what is generally best for employees in the company.	.642
Reactions to the Physical Work Environment Scale (RPWES) Focus Dimension (Sander et al., 2019) Cronbach's $\alpha = .96$	1. Allows me to concentrate when I need to.	.801
	2. Allows me to control distractions to my work.	.741
	3. Makes it easy for me to focus on my work.	.820
	4. Helps to concentrate my attention.	.879
Reactions to the Physical Work Environment Scale (RPWES) Sense of Beauty Dimension (Sander et al., 2019) Cronbach's $\alpha = .94$	5. Is beautiful.	.860
	6. Is attractive.	.845
	7. Is stylish.	.640
	8. Is visually pleasing.	.816
Reactions to the Physical Work Environment Scale (RPWES) Connectedness Dimension (Sander et al., 2019) Cronbach's $\alpha = .90$	9. Allows me to feel a sense of belonging to the organization.	.736
	10. Allows me to feel connected.	.817
	11. Allows me to feel part of the organization.	.849
	12. Allows me to see myself as a member of a community to which I belong.	.830

Notes. CITC = Corrected Item-Total Correlation.

dividual and local levels, and community-focused climate, encompassing benevolence at the cosmopolitan level. Understanding caring ethical climate (CEC) in the context of employee-focused climate is more in line with the objectives of this study, namely to assess the dynamics of work relationships, organizational climate, and their relationship to turnover intention (TI). The Ethical Climate Questionnaire (ECQ) was adapted with six items resulting in a Cronbach's alpha value of .77. Study participants were asked to respond using a self-

focused climate), mencakup *benevolence* pada tingkat *individual* dan *local*, serta iklim yang berfokus pada komunitas (*community-focused climate*), mencakup *benevolence* pada tingkat *cosmopolitan*. Memahami *caring ethical climate* (CEC) dalam konteks *employee-focused climate* lebih sesuai dengan tujuan studi ini, yaitu menilai dinamika hubungan kerja, iklim organisasi, dan kaitannya dengan *turnover intention* (TI). *Ethical Climate Questionnaire* (ECQ) diadaptasi dengan hasil enam butir dengan nilai *Cronbach's alpha* sebesar 0,77. Par-

Tabel 1
Pengumpulan Data Variabel Studi

Alat Ukur Variabel Studi	Butir	CITC
<i>Global Transformational Leadership Scale (GTL)</i> (Carless et al., 2000) <i>Cronbach's $\alpha = 0,93$</i>	1. Atasan saya mengomunikasikan pandangan masa depan dengan jelas dan positif.	0,793
	2. Atasan saya memperlakukan karyawan sebagai individu yang berbeda-beda, mendukung dan mendorong perkembangan mereka.	0,653
	3. Atasan saya memberikan dorongan dan penghargaan kepada karyawan.	0,817
	4. Atasan saya menumbuhkan kepercayaan, keterlibatan dan kerja sama antara anggota tim.	0,837
	5. Atasan saya mendorong analisis masalah dengan cara baru dan mempertanyakan asumsi yang sudah ada sebelumnya.	0,809
	6. Atasan saya memiliki kejelasan nilai maupun penerapan yang selaras dengan apa yang diyakininya.	0,745
	7. Atasan saya menanamkan rasa bangga dan hormat pada orang lain serta menginspirasi saya agar menjadi seseorang yang kompeten.	0,796
<i>Turnover Intention Scale-6 (TIS-6)</i> (Bothma & Roodt, 2013) <i>Cronbach's $\alpha = 0,81$</i>	1. Saya memimpikan pekerjaan lain yang lebih sesuai dengan kebutuhan pribadi saya.	0,655
	2. Saya merasa frustrasi ketika tidak diberi kesempatan untuk mencapai tujuan pribadi yang berhubungan dengan pekerjaan.	0,707
	3. Saya mempertimbangkan untuk meninggalkan pekerjaan saya.	0,694
	4. Saya merasa ingin menerima pekerjaan lain dengan tingkat kompensasi yang sama jika ditawarkan kepada saya.	0,677
	5. Pekerjaan saya saat ini memuaskan kebutuhan pribadi saya.	0,320
	6. Seberapa sering Anda merasa bersemangat untuk bekerja keesokan harinya.	0,402
<i>Ethical Climate Questionnaire (ECQ)</i> (Cullen et al., 1993) <i>Cronbach's $\alpha = 0,77$</i>	1. Di perusahaan ini, orang-orang saling menjaga satu sama lain demi kebaikan bersama.	0,542
	2. Di perusahaan ini, perhatian utama kami selalu pada apa yang terbaik bagi karyawan lain.	0,519
	3. Perusahaan ini mementingkan apa yang terbaik bagi setiap individu.	0,330
	4. Yang terpenting adalah kebaikan bagi setiap orang di dalam perusahaan.	0,655
	5. Yang menjadi pertimbangan utama adalah apa yang terbaik bagi setiap orang dalam perusahaan.	0,637
	6. Orang-orang sangat peduli tentang apa yang terbaik secara umum untuk karyawan di perusahaan ini.	0,642
<i>Reactions to the Physical Work Environment Scale (RPWES)</i> Dimensi Focus (Sander et al., 2019) <i>Cronbach's $\alpha = 0,96$</i>	1. Secara fisik, lingkungan kerja membuat saya mudah berkonsentrasi saat diperlukan.	0,801
	2. Secara fisik, lingkungan kerja membantu saya mengatasi gangguan kerja.	0,741
	3. Secara fisik, lingkungan kerja memudahkan saya fokus pada pekerjaan.	0,820
	4. Secara fisik, lingkungan kerja saya membantu saya tetap fokus.	0,879
<i>Reactions to the Physical Work Environment Scale (RPWES)</i> Dimensi Sense of Beauty (Sander et al., 2019) <i>Cronbach's $\alpha = 0,94$</i>	5. Secara fisik, lingkungan kerja saya indah.	0,860
	6. Secara fisik, lingkungan kerja saya menarik.	0,845
	7. Secara fisik, lingkungan kerja saya bergaya.	0,640
	8. Secara fisik, lingkungan kerja saya nyaman dipandang.	0,816
<i>Reactions to the Physical Work Environment Scale (RPWES)</i> Dimensi Connectedness (Sander et al., 2019) <i>Cronbach's $\alpha = 0,90$</i>	9. Secara fisik, lingkungan kerja menumbuhkan rasa memiliki terhadap perusahaan.	0,736
	10. Secara fisik, lingkungan kerja membuat saya merasa terhubung dengan rekan kerja yang lain.	0,817
	11. Secara fisik, lingkungan kerja membuat saya merasa menjadi bagian dari perusahaan.	0,849
	12. Secara fisik, lingkungan kerja memungkinkan saya menganggap diri sendiri sebagai anggota komunitas yang ada.	0,830

Catatan. CITC = Corrected Item-Total Correlation.

report system on a six-point Likert scale, ranging from "1 (*Very Untrue*)" to "6 (*Very True*)". An example item from the Ethical Climate Questionnaire (ECQ) is: "In

tisipan studi diminta untuk menjawab dengan sistem *self-report* dengan rentang skala *Likert* enam poin, dari "1 (*Sangat Tidak Benar*)" hingga "6 (*Sangat Benar*)".

this company, people look out for each other for the common good.” Corrected Item-Total Correlation (CITC) values ranged from .330 to .642, indicating that all items contribute significantly to the internal consistency of the scale. This measure aims to determine the extent to which workers perceive their workplace as supporting collective ethical responsibility (Cullen et al., 1993).

Physical Work Environment (PWE)

The physical work environment (PWE) was measured using Sander et al.'s (2019) Reactions to the Physical Work Environment Scale (RPWES), which consists of 12 items and covers three dimensions: (1) focus; (2) sense of beauty; and (3) connectedness. This scale was then adapted, resulting in Cronbach's alpha values of .96 for the focus dimension, .94 for the sense of beauty dimension, and .90 for the connectedness dimension. Workers were asked to rate their reactions to the work environment on a six-point Likert scale, ranging from “1 (*Strongly Disagree*)” to “6 (*Strongly Agree*)”. An example of an item from the Reactions to the Physical Work Environment Scale (RPWES) is: “Physically, my work environment makes it easy for me to concentrate when I need to”. Corrected Item-Total Correlation (CITC) values ranged from .640 to .879, reflecting the strong contribution of all items to the scale's internal consistency. This measurement aims to evaluate the extent to which a physical work environment (PWE) that supports focus, sense of beauty and connectedness can influence worker well-being and productivity, providing insights for improvement to support optimal performance (Sander et al., 2019).

Results

Differences in Variables Based on Demographic Characteristics

The study involved 317 participants, consisting of 196 women (61.8%) and 121 men (38.2%) with an age range within Generation Z between 19 and 27 years. The majority of study participants were aged between 25 and 27 years, amounting to 222 people (70%), while the rest were spread between the ages of 19 and 24 years. 25.55% of study participants still received pocket money from their families, while 74.45% did not. This indicates that the majority of study participants were financially independent. In terms of marital status, most study participants were

Contoh butir dari *Ethical Climate Questionnaire (ECQ)* adalah: “Di perusahaan ini, orang-orang saling menjaga satu sama lain demi kebaikan bersama”. Nilai *Corrected Item-Total Correlation (CITC)* berkisar antara 0,330 hingga 0,642, menunjukkan bahwa semua butir cukup berkontribusi terhadap konsistensi internal skala. Pengukuran ini bertujuan untuk mengetahui sejauh mana pekerja memandang tempat kerja mereka mendukung tanggung jawab etika kolektif (Cullen et al., 1993).

Physical Work Environment (PWE)

Physical work environment (PWE) diukur menggunakan *Reactions to the Physical Work Environment Scale (RPWES)* milik Sander et al. (2019), yang terdiri dari 12 butir dan mencakup tiga dimensi, yaitu: (1) *focus*; (2) *sense of beauty*; dan (3) *connectedness*. Skala ini kemudian diadaptasi, dengan hasil nilai *Cronbach's alpha* sebesar 0,96 pada dimensi *focus*, 0,94 pada dimensi *sense of beauty*, dan 0,90 pada dimensi *connectedness*. Pekerja akan diminta untuk menilai reaksinya terhadap lingkungan kerja dengan rentang skala *Likert* enam poin, dari “1 (*Sangat Tidak Setuju*)” hingga “6 (*Sangat Setuju*)”. Contoh butir dari *Reactions to the Physical Work Environment Scale (RPWES)* adalah: “Secara fisik, lingkungan kerja membuat saya mudah berkonsentrasi saat diperlukan”. Nilai *Corrected Item-Total Correlation (CITC)* berkisar antara 0,640 hingga 0,879, mencerminkan kontribusi kuat dari semua butir terhadap konsistensi internal skala. Pengukuran ini bertujuan mengevaluasi sejauh mana *physical work environment (PWE)* yang mendukung *focus*, *sense of beauty*, dan *connectedness* dapat memengaruhi kesejahteraan dan produktivitas pekerja, memberikan wawasan untuk perbaikan guna mendukung performa optimal (Sander et al., 2019).

Hasil

Perbedaan Variabel Berdasarkan Karakteristik Demografis

Partisipan studi ini berjumlah 317 orang yang terdiri dari 196 perempuan (61,8%) serta 121 laki-laki (38,2%) dengan rentang usia dalam Generasi Z antara 19 hingga 27 tahun. Mayoritas partisipan studi berusia antara 25 hingga 27 tahun, yaitu sebanyak 222 orang (70%), sedangkan sisanya tersebar di usia 19 hingga 24 tahun. 25,55% partisipan studi masih menerima uang saku dari keluarga, sementara 74,45% tidak. Hal ini menunjukkan bahwa mayoritas partisipan studi telah mandiri secara finansial. Dari status pernikahan, sebagian besar par-

Table 2
Demographic Characteristics of Study Participants

	Frequency	Percentage
Age (Year)		
19	2	1%
20	6	2%
21	10	3%
22	18	6%
23	25	8%
24	34	11%
25	74	23%
26	65	21%
27	83	26%
Sex or Gender		
Female	196	61.83%
Male	121	38.17%
Pocket Money from Family		
Yes	81	25.55%
No	236	74.45%
Marriage Status		
Not Yet Married	133	41.96%
Married	181	57.10%
Divorced	2	0.63%
Widowed	1	0.32%
Living With Family		
Yes	283	89.27%
No	34	10.73%
Potential for Benefit Increase		
Yes	284	89.59%
No	33	10.41%
Suitability of Benefit		
Yes	256	80.76%
No	61	19.24%

Notes. $N = 317$.

Tabel 2
Karakteristik Demografis Partisipan Studi

	Frekuensi	Persentase
Usia (Tahun)		
19	2	1%
20	6	2%
21	10	3%
22	18	6%
23	25	8%
24	34	11%
25	74	23%
26	65	21%
27	83	26%
Jenis Kelamin atau <i>Gender</i>		
Perempuan	196	61,83%
Laki-Laki	121	38,17%
Uang Saku Dari Keluarga		
Ya	81	25,55%
Tidak	236	74,45%
Status Pernikahan		
Belum Menikah	133	41,96%
Menikah	181	57,10%
Cerai Hidup	2	0,63%
Cerai Mati	1	0,32%
Tinggal Dengan Keluarga		
Ya	283	89,27%
Tidak	34	10,73%
Potensi Kenaikan <i>Benefit</i>		
Ya	284	89,59%
Tidak	33	10,41%
Kesesuaian <i>Benefit</i>		
Ya	256	80,76%
Tidak	61	19,24%

Catatan. $N = 317$.

married (57.1%) and 89.27% lived with their families. 89.59% of study participants saw the potential for increased benefits in their current jobs, and 80.76% felt the benefits received were appropriate. These characteristics reflect study participants who were relatively socially and financially stable, and had a positive perception of work compensation, which has the potential to reduce turnover intention (TI). Detailed information regarding the study participants' demographic data is available in Table 2.

The results of the correlation pattern between variables indicate that turnover intention (TI) is significantly related to almost all variables except residence. Age ($r = -.20$; $p < .01$) and pocket money ($r = -.18$; $p < .01$) are also significantly negatively related to turnover in-

tisipan studi telah menikah (57,1%) dan 89,27% tinggal bersama keluarga. 89,59% partisipan studi melihat potensi kenaikan *benefit* pada pekerjaannya saat ini, dan 80,76% merasa *benefit* yang diterima sudah sesuai. Karakteristik ini mencerminkan partisipan studi yang relatif stabil secara sosial dan finansial, serta memiliki persepsi positif terhadap kompensasi kerja, yang berpotensi menurunkan *turnover intention* (TI). Informasi detail hubungan data demografik partisipan studi tersedia pada Tabel 2.

Hasil pola korelasi antar variabel menunjukkan bahwa *turnover intention* (TI) berhubungan signifikan dengan hampir seluruh variabel kecuali tempat tinggal. Usia ($r = -.20$; $p < .01$) dan uang saku ($r = -.18$; $p < .01$) juga berhubungan signifikan dengan *turnover intention*

Table 3
Mean, Standard Deviation, and Correlation Scores of Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Age (Year)	25.03	1.87	-											
2 Sex or Gender	1.38	0.48	.99***	-										
3 Pocket Money	1.74	0.43	.13**	.16**	-									
4 Marriage Status	0.59	0.52	.73***	.62***	.04	-								
5 Domiscile	1.1	0.3	-.11*	.01	.15**	-.04	-							
6 Benefit Increase	1.1	0.3	-.06	.01	.07	-.13*	.01	-						
7 Benefit Suitability	1.19	0.39	.04	.07	.09	-.01	-.01	.36***	-					
8 TL	5.2	0.91	.07	.19***	-.03	.03	-.08	-.29***	-.40***	-				
9 CEC	5.07	0.85	-.02	.04	-.12*	.01	-.02	-.22***	-.27***	.62***	-			
10 TI	2.61	1.19	-.20***	-.22***	-.18**	-.25***	-.05	.17**	.31***	-.55***	-.29***	-		
11 PWE_F	5.34	0.81	.81*	.16**	-.01	.10*	-.02	-.23***	-.46***	.74***	.54***	-.52***	-	
12 PWE_SOB	5.23	0.9	.12*	.05	-.09	.09	-.12*	-.26***	-.44***	.68***	.50***	-.46***	.76***	-
13 PWE_C	5.34	0.78	.05	.14**	-.07	.09	-.08	-.25***	-.46***	.77***	.55***	-.48***	.83***	.79***

Notes: N = 317; M = Mean; SD = Standard Deviation; TL = Transformational Leadership; CEC = Caring Ethical Climate; TI = Turnover Intention; PWE_F = Physical Work Environment Focus Dimension; PWE_SOB = Physical Work Environment Sense of Beauty Dimension; PWE_C = Physical Work Environment Connectedness Dimension; Sex or Gender (Female = 1; Male = 2); Pocket Money, Domiscile, Benefit Increase, and Benefit Suitability (Yes = 1; No = 2); Marriage Status (Not Yet Married = 0; Married = 1; Divorced = 2; Widowed = 3). * $p < .05$; ** $p < .01$; *** $p < .001$ (Two-Tailed).

Tabel 3
Skor Rerata, Standar Deviasi, dan Korelasi Antar Variabel Studi

Variabel	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Usia (Tahun)	25,03	1,87	-											
2 Jenis Kelamin atau Gender	1,38	0,48	0,99***	-										
3 Uang Saku	1,74	0,43	0,13**	0,16**	-									
4 Status Pernikahan	0,59	0,52	0,73***	0,62***	0,04	-								
5 Tempat Tinggal	1,1	0,3	-0,11*	0,01	0,15**	-0,04	-							
6 Kenaikan Benefit	1,1	0,3	-0,06	0,01	0,07	-0,13*	0,01	-						
7 Kesesuaian Benefit	1,19	0,39	0,04	0,07	0,09	-0,01	-0,01	0,36***	-					
8 TL	5,2	0,91	0,07	0,19***	-0,03	0,03	-0,08	-0,29***	-0,40***	-				
9 CEC	5,07	0,85	-0,02	0,04	-0,12*	0,01	-0,02	-0,22***	-0,27***	0,62***	-			
10 TI	2,61	1,19	-0,20***	-0,22***	-0,18**	-0,25***	-0,05	0,17**	0,31***	-0,55***	-0,29***	-		
11 PWE_F	5,34	0,81	0,81*	0,16**	-0,01	0,10*	-0,02	-0,23***	-0,46***	0,74***	0,54***	-0,52***	-	
12 PWE_SOB	5,23	0,9	0,12*	0,05	-0,09	0,09	-0,12*	-0,26***	-0,44***	0,68***	0,50***	-0,46***	0,76***	-
13 PWE_C	5,34	0,78	0,05	0,14**	-0,07	0,09	-0,08	-0,25***	-0,46***	0,77***	0,55***	-0,48***	0,83***	0,79***

Catatan. N = 317; M = Mean; SD = Standard Deviation; TL = Transformational Leadership; CEC = Caring Ethical Climate; TI = Turnover Intention; PWE_F = Physical Work Environment Dimensi Focus; PWE_SOB = Physical Work Environment Dimensi Sense of Beauty; PWE_C = Physical Work Environment Dimensi Connectedness; Jenis Kelamin atau Gender (Perempuan = 1; Laki-Laki = 2); Uang Saku, Tempat Tinggal, Kenaikan Benefit, dan Kesesuaian Benefit (Ya = 1; Tidak = 2); Status Pernikahan (Belum Menikah = 0; Menikah = 1; Cerai Hidup = 2; Cerai Mati = 3). * $p < 0,05$; ** $p < 0,01$; *** $p < 0,001$ (Two-Tailed).

tention (TI), indicating that as age increases and the amount of pocket money received, turnover intention (TI) tends to decrease. Marital status shows a significant negative correlation with turnover intention (TI; $r = -.25$; $p < .01$), meaning that married study participants have lower turnover intention (TI) than unmarried ones. Meanwhile, residence does not show a significant relationship with turnover intention (TI; $r = -.05$; $p > .05$). In addition, benefit increases ($r = .17$; $p < .01$) and benefit suitability ($r = .31$; $p < .001$) show a significant positive correlation with turnover intention (TI). This means that perceptions of benefit enhancement and suitability play a role in the decision to stay or leave a job (turnover intention [TI]). Detailed information regarding the study variables' correlation is available in Table 3.

Relationship Between Transformational Leadership (TL), Caring Ethical Climate (CEC), Physical Work Environment (PWE), and Turnover Intention (TI)

The analysis results show that transformational leadership (TL) has a significant negative direct effect on turnover intention (TI), with a value of: $\beta = -.70$; $SE = 0.15$; $95\% CI = [-1.00, -0.40]$. Thus, Hypothesis 1 is supported by the study data. This shows that the higher the level of transformational leadership (TL) perceived by Generation Z workers, the lower their tendency to leave the organization (turnover intention [TI]). Detailed information regarding data analysis results is available in Table 4.

Furthermore, the analysis shows that caring ethical climate (CEC) is not a significant mediator in the relationship between transformational leadership (TL) and turnover intention (TI), with a value of: $\beta = .06$; $SE = 0.04$; $95\% CI = [-0.02, 0.16]$. The results show that the confidence interval includes 0, so the mediation effect is not significant. Thus, Hypothesis 2 is not supported by the data. This indicates that caring ethical climate (CEC) does not significantly bridge the influence of transformational leadership (TL) on turnover intention (TI) in Generation Z workers. This means that although transformational leaders can shape a caring ethical climate (CEC) in the workplace, the presence of such a climate is not strong enough to reduce the desire of Generation Z workers to leave the organization. In other words, the influence of transformational leadership (TL) on turnover intention (TI) is more direct than through the mediating role of caring ethical climate (CEC).

(TI) secara negatif, menunjukkan bahwa semakin bertambah usia dan semakin besar uang saku yang diterima, *turnover intention (TI)* cenderung menurun. Status pernikahan menunjukkan korelasi negatif signifikan dengan *turnover intention (TI)*; $r = -0.25$; $p < 0.01$), yang berarti partisipan studi yang sudah menikah memiliki *turnover intention (TI)* lebih rendah dibanding yang belum menikah. Sementara itu, tempat tinggal tidak menunjukkan hubungan signifikan dengan *turnover intention (TI)*; $r = -0.05$; $p > 0.05$). Selain itu, kenaikan *benefit* ($r = 0.17$; $p < 0.01$) dan kesesuaian *benefit* ($r = 0.31$; $p < 0.001$) menunjukkan korelasi positif signifikan terhadap *turnover intention (TI)*. Hal ini berarti bahwa persepsi tentang peningkatan dan kesesuaian *benefit* berperan dalam keputusan untuk tetap atau meninggalkan pekerjaan (*turnover intention [TI]*). Informasi detail sehubungan korelasi antar variabel studi tersedia pada Tabel 3.

Hubungan Transformational Leadership (TL), Caring Ethical Climate (CEC), Physical Work Environment (PWE), dan Turnover Intention (TI)

Hasil analisis menunjukkan bahwa *transformational leadership (TL)* memiliki pengaruh langsung yang signifikan negatif terhadap *turnover intention (TI)*, dengan nilai: $\beta = -0.70$; $SE = 0.15$; $95\% CI = [-1.00, -0.40]$. Dengan demikian, Hipotesis 1 didukung oleh data hasil studi. Hal ini menunjukkan bahwa semakin tinggi tingkat *transformational leadership (TL)* yang dirasakan oleh pekerja Generasi Z, semakin rendah kecenderungan mereka untuk meninggalkan organisasi (*turnover intention [TI]*). Informasi detail sehubungan hasil analisis data tersedia pada Tabel 4.

Lebih lanjut, analisis menunjukkan bahwa *caring ethical climate (CEC)* tidak menjadi mediator yang signifikan dalam hubungan antara *transformational leadership (TL)* dan *turnover intention (TI)*, dengan nilai: $\beta = 0.06$; $SE = 0.04$; $95\% CI = [-0.02, 0.16]$. Hasil menunjukkan bahwa interval kepercayaan mencakup 0, sehingga efek mediasi tidak signifikan. Dengan demikian, Hipotesis 2 tidak didukung oleh data. Hal ini mengindikasikan bahwa *caring ethical climate (CEC)* tidak secara signifikan menjembatani pengaruh *transformational leadership (TL)* terhadap *turnover intention (TI)* pada pekerja Generasi Z. Hal ini berarti bahwa meskipun pemimpin transformasional dapat membentuk *caring ethical climate (CEC)* di lingkungan kerja, keberadaan iklim tersebut tidak cukup kuat untuk menurunkan keinginan pekerja Generasi Z untuk keluar dari organisasi. Dengan kata lain, pengaruh *transformational leadership (TL)* terhadap *turnover intention (TI)* lebih bersifat langsung daripada melalui peran mediasi *caring ethical climate (CEC)*.

Table 4
Analysis Results of PROCESS Model 4 and PROCESS Model 14

Model	Moderator PWE	β	SE	LLCI	ULCI
TL → TI (Direct Effect)	-	-.70***	0,15	- 1	- 0,4
TL → CEC → TI (Indirect Effect)	-	.06	0,04	- 0,02	0,16
CEC					
Low	PWE_F (4.75)	.11	0,05	0,01	0,21
Moderate	PWE_F (5.75)	.09	0,04	0,01	0,18
High	PWE_F (6.00)	.08	0,05	- 0,01	0,18
CEC					
Low	PWE_SOB (4.25)	.06	0,07	- 0,07	0,19
Moderate	PWE_SOB (5.50)	.09	0,04	0,01	0,17
High	PWE_SOB (6.00)	.1	0,05	- 0,01	0,2
CEC					
Low	PWE_C (4.50)	.07	0,06	- 0,06	0,2
Moderate	PWE_C (5.63)	.08	0,04	- 0,0003	0,17
High	PWE_C (6.00)	.09	0,05	- 0,01	0,18

Notes. N = 317; TL = Transformational Leadership; CEC = Caring Ethical Climate; TI = Turnover Intention; PWE_F = Physical Work Environment Focus Dimension; PWE_SOB = Physical Work Environment Sense of Beauty Dimension; PWE_C = Physical Work Environment Connectedness Dimension; * $p < .05$; ** $p < .01$; *** $p < .001$ (One-Tailed).

The analysis shows that at the physical work environment (PWE) level that supports low focus ($\beta = .11$; 95% CI = [0.01, 0.21]) and medium focus ($\beta = .09$; 95% CI = [0.01, 0.18]), the effect of calming ethical climate (CEC) on turnover intention (TI) is statistically significant because the confidence interval does not include 0. However, at the physical work environment (PWE) level that supports high focus ($\beta = .08$; 95% CI = [- 0.01,

Analisis menunjukkan bahwa pada tingkat *physical work environment (PWE)* yang mendukung *focus* rendah ($\beta = 0,11$; 95% CI = [0,01, 0,21]) dan *focus* sedang ($\beta = 0,09$; 95% CI = [0,01, 0,18]), pengaruh *calming ethical climate (CEC)* terhadap *turnover intention (TI)* signifikan secara statistik karena interval kepercayaan tidak mencakup 0. Namun, pada tingkat *physical work environment (PWE)* yang mendukung fokus tinggi ($\beta =$

Tabel 4
Hasil Analisis PROCESS Model 4 dan PROCESS Model 14

Model	Moderator PWE	β	SE	LLCI	ULCI
TL → TI (Efek Langsung)	-	- 0,70***	0,15	- 1	- 0,4
TL → CEC → TI (Efek Tidak Langsung)	-	0,06	0,04	- 0,02	0,16
CEC					
Rendah	PWE_F (4,75)	0,11	0,05	0,01	0,21
Sedang	PWE_F (5,75)	0,09	0,04	0,01	0,18
Tinggi	PWE_F (6,00)	0,08	0,05	- 0,01	0,18
CEC					
Rendah	PWE_SOB (4,25)	0,06	0,07	- 0,07	0,19
Sedang	PWE_SOB (5,50)	0,09	0,04	0,01	0,17
Tinggi	PWE_SOB (6,00)	0,1	0,05	- 0,01	0,2
CEC					
Rendah	PWE_C (4,50)	0,07	0,06	- 0,06	0,2
Sedang	PWE_C (5,63)	0,08	0,04	- 0,0003	0,17
Tinggi	PWE_C (6,00)	0,09	0,05	- 0,01	0,18

Catatan. N = 317; TL = Transformational Leadership; CEC = Caring Ethical Climate; TI = Turnover Intention; PWE_F = Physical Work Environment Dimensi Focus; PWE_SOB = Physical Work Environment Dimensi Sense of Beauty; PWE_C = Physical Work Environment Dimensi Connectedness; * $p < 0,05$; ** $p < 0,01$; *** $p < 0,001$ (One-Tailed).

0.18]), the effect becomes insignificant. Thus, Hypothesis 3a is partially supported, namely only in work environment conditions that support low and medium levels of focus. In physical work environment (PWE) conditions that support high focus, the effect of caring ethical climate (CEC) on turnover intention (TI) is not statistically proven.

Furthermore, the analysis shows that the physical work environment (PWE) level that supports low sense of beauty ($\beta = .06$; 95% CI = [- 0.07, 0.19]) and high sense of beauty ($\beta = .10$; 95% CI = [0.01, 0.20]), the effect of caring ethical climate (CEC) on turnover intention (TI) is not statistically significant. However, at medium levels of physical work environment (PWE) that support sense of beauty ($\beta = .09$; 95% CI = [0.01, 0.17]), the effect becomes significant because the confidence interval does not include 0. Thus, Hypothesis 3b is partially supported, namely only in work environment conditions that support sense of beauty at a moderate level. At low and high levels, the effect of caring ethical climate (CEC) on turnover intention (TI) is not statistically proven.

In Hypothesis 3c, the analysis shows that at all levels of physical work environment (PWE) that support low ($\beta = .07$; 95% CI = [- 0.06, 0.20]), medium ($\beta = .08$; 95% CI = [- 0.0003, 0.17]), and high connectedness ($\beta = .09$; 95% CI = [- 0.01, 0.18]), caring ethical climate (CEC) on turnover intention (TI) is not statistically significant. Thus, Hypothesis 3c is not supported by the data, because a work environment that supports connectedness does not significantly strengthen the relationship between caring ethical climate (CEC) and turnover intention (TI) at all levels.

Discussion

The results of this study indicate that transformational leadership (TL) has a significant and negative direct effect on turnover intention (TI). This indicates that the higher the workers' perception of the leader's transformational leadership (TL) style, the lower the turnover intention (TI). This finding supports Hypothesis 1 and is consistent with the literature stating that transformational leaders are able to inspire through a clear vision and provide more meaningful work goals for workers (Kawana, 2024). Within the Social Exchange Theory (SET) framework, transformational leadership (TL) be-

comes insignificant. Thus, Hypothesis 3a is partially supported, namely only in work environment conditions that support low and medium levels of focus. In physical work environment (PWE) conditions that support high focus, the effect of caring ethical climate (CEC) on turnover intention (TI) is not statistically proven.

Selanjutnya, analisis menunjukkan bahwa pada tingkat *physical work environment (PWE)* yang mendukung *sense of beauty* rendah ($\beta = 0,06$; 95% CI = [- 0,07, 0,19]) dan *sense of beauty* tinggi ($\beta = 0,10$; 95% CI = [0,01, 0,20]), pengaruh *caring ethical climate (CEC)* terhadap *turnover intention (TI)* tidak signifikan secara statistik. Namun, pada tingkat *physical work environment (PWE)* yang mendukung *sense of beauty* sedang ($\beta = 0,09$; 95% CI = [0,01, 0,17]), efek tersebut menjadi signifikan karena interval kepercayaan tidak mencakup 0. Dengan demikian, Hipotesis 3b didukung sebagian, yaitu hanya pada kondisi lingkungan kerja yang mendukung *sense of beauty* pada tingkat sedang. Pada tingkat rendah, dan tinggi, pengaruh *caring ethical climate (CEC)* terhadap *turnover intention (TI)* tidak terbukti secara statistik.

Pada Hipotesis 3c, analisis menunjukkan bahwa pada semua tingkat *physical work environment (PWE)* yang mendukung *connectedness* rendah ($\beta = 0,07$; 95% CI = [- 0,06, 0,20]), sedang ($\beta = 0,08$; 95% CI = [- 0,0003, 0,17]), dan tinggi ($\beta = 0,09$; 95% CI = [- 0,01, 0,18]), *caring ethical climate (CEC)* terhadap *turnover intention (TI)* tidak signifikan secara statistik. Dengan demikian, Hipotesis 3c tidak didukung oleh data, karena lingkungan kerja yang mendukung *connectedness* tidak memperkuat hubungan antara *caring ethical climate (CEC)* dan *turnover intention (TI)* secara signifikan pada semua tingkat.

Diskusi

Hasil studi ini menunjukkan bahwa *transformational leadership (TL)* memiliki pengaruh langsung signifikan dan negatif terhadap *turnover intention (TI)*. Hal ini menunjukkan bahwa semakin tinggi persepsi pekerja terhadap gaya *transformational leadership (TL)* yang dimiliki pemimpin, semakin rendah *turnover intention (TI)*. Temuan ini mendukung Hipotesis 1 dan konsisten dengan literatur yang menyatakan bahwa pemimpin transformasional mampu menginspirasi melalui visi yang jelas dan memberikan tujuan kerja yang lebih bermakna bagi pekerja (Kawana, 2024). Dalam kerangka *Social Exchange*

havior is understood as a form of mutually beneficial social exchange (Cropanzano & Mitchell, 2005). Leaders provide support, inspiration, and personal attention to workers, which are then reciprocated with loyalty and affective commitment, including reduced turnover intention (TI; Saeed & Jun, 2022; Yücel, 2021). In this context, transformational leadership (TL) measured utilizing the Global Transformational Leadership Scale (GTL) by Carless et al. (2000) reflects a leadership style that establishes a clear vision for the organization's future, encourages staff empowerment, demonstrates emotional support, and fosters innovative thinking. This leadership style aligns well with the characteristics of Generation Z workers, who value supportive and transparent work relationships, desire involvement in decision-making processes, and require space for professional growth (Schroth, 2019; Chillakuri, 2020). When leaders convey a meaningful vision and unify organizational values repeatedly and communicatively, this helps Generation Z feel a sense of direction and purpose in their work. Support in the form of empowerment and supportive leadership also strengthens their sense of value and engagement. Within the framework of Social Exchange Theory (SET), this attention and support are perceived as a form of social justice that encourages workers to reciprocate through affective commitment, ultimately reducing turnover intention (TI; Yücel, 2021; Saeed & Jun, 2022).

Hypothesis 2 was not supported, as transformational leadership (TL) did not significantly influence turnover intention (TI) through caring ethical climate (CEC). Although theoretically, transformational leadership (TL) can strengthen ethical values in the workplace, the results of this study indicate that the presence of a caring ethical climate (CEC) is not sufficient to bridge the relationship between transformational leadership (TL) and turnover intention (TI). Within the framework of Social Exchange Theory (SET), effective social exchange requires the perception that organizational support is truly relevant and valuable to the individual (Cropanzano & Mitchell, 2005). Although transformational leadership (TL) can shape a caring ethical climate (CEC), this effect may not be strong enough for Generation Z workers who respond more to social exchange in the form of direct attention and support for self-development (Schroth, 2019; Chillakuri, 2020). Aspects of transformational leadership (TL) such as a clear vision of the future, innovative thinking, staff empowerment, and leader cha-

Theory (SET), perilaku *transformational leadership (TL)* dipahami sebagai bentuk pertukaran sosial yang saling menguntungkan (Cropanzano & Mitchell, 2005). Pemimpin memberikan dukungan, inspirasi, dan perhatian personal kepada pekerja, yang kemudian dibalas dengan loyalitas dan komitmen afektif termasuk pengurangan *turnover intention (TI)* (Saeed & Jun, 2022; Yücel, 2021). Dalam konteks ini, *transformational leadership (TL)* yang diukur menggunakan *Global Transformational Leadership Scale (GTL)* milik Carless et al. (2000) mencerminkan gaya kepemimpinan yang membangun visi masa depan organisasi secara jelas, mendorong pemberdayaan staf, menunjukkan dukungan emosional, dan menumbuhkan pemikiran inovatif. Gaya kepemimpinan seperti ini sangat cocok dengan karakteristik pekerja Generasi Z yang menghargai hubungan kerja yang suportif dan transparan, menginginkan keterlibatan dalam proses pengambilan keputusan, serta membutuhkan ruang untuk berkembang secara profesional (Schroth, 2019; Chillakuri, 2020). Ketika pemimpin menyampaikan visi yang bermakna dan menyatukan nilai organisasi secara berulang dan komunikatif, hal ini membantu Generasi Z merasa memiliki arah dan tujuan kerja yang jelas. Dukungan dalam bentuk pemberdayaan dan kepemimpinan suportif pun memperkuat rasa dihargai dan keterlibatan mereka. Dalam bingkai *Social Exchange Theory (SET)*, perhatian dan dukungan ini dipersepsikan sebagai bentuk keadilan sosial yang mendorong pekerja membalasnya melalui komitmen afektif, yang pada akhirnya menurunkan *turnover intention (TI)* (Yücel, 2021; Saeed & Jun, 2022).

Hipotesis 2 tidak didukung, karena *transformational leadership (TL)* tidak secara signifikan memengaruhi *turnover intention (TI)* melalui *caring ethical climate (CEC)*. Meskipun secara teoritis *transformational leadership (TL)* dapat memperkuat nilai etis di tempat kerja, hasil studi ini menunjukkan bahwa keberadaan *caring ethical climate (CEC)* belum cukup untuk menjembatani hubungan antara *transformational leadership (TL)* dan *turnover intention (TI)*. Dalam kerangka *Social Exchange Theory (SET)*, pertukaran sosial yang efektif membutuhkan persepsi bahwa dukungan organisasi benar-benar relevan dan bernilai bagi individu (Cropanzano & Mitchell, 2005). Meskipun *transformational leadership (TL)* dapat membentuk *caring ethical climate (CEC)*, efek ini mungkin tidak cukup kuat bagi pekerja Generasi Z yang lebih merespons pertukaran sosial dalam bentuk perhatian langsung dan dukungan pengembangan diri (Schroth, 2019; Chillakuri, 2020). Aspek *transformational leadership (TL)* seperti visi masa depan yang jelas, pemikiran inovatif, pemberdayaan staf, dan karisma pemimpin yang diu-

risma as measured by the Global Transformational Leadership Scale (GTL) are more in line with Generation Z's preferences for meaningful work, challenges, and supportive work relationships (Carless et al., 2000). This finding is also in line with previous studies showing that ethical climate does not always have a significant impact on turnover intention (TI) if it is not reinforced by contextual factors such as the physical work environment (PWE) or social proximity (Erdilek Karabay et al., 2019; Mulki et al., 2008). Thus, in the context of Generation Z workers, the influence of transformational leadership (TL) on turnover intention (TI) is stronger directly through the characteristics of a visionary, supportive, and empowering leadership style, rather than through the mediation of ethical climate.

The analysis of Hypothesis 3 revealed that the physical work environment (PWE) moderates the path between caring ethical climate (CEC) and turnover intention (TI), but only under conditions where the work environment supports focus at moderate and low levels. In such situations, workers face stress due to cognitively less conducive work environments, such as noise disturbances, cramped workspaces, or minimal privacy (International Labour Organization [ILO], 2016). In this context, transformational leadership (TL) becomes a source of psychological compensation, as it is able to shape a caring ethical climate (CEC) through ethical communication, staff empowerment, and individual support (Sağnak, 2010; Ozyer et al., 2010). The caring ethical climate (CEC) then acts as a non-physical substitute for the comforts not provided by the environment, creating a sense of security and emotional attachment that reduce turnover intention (TI; Cropanzano & Mitchell, 2005). However, when the physical work environment (PWE) that supports focus is already great, the need for focus and work comfort has been met by external conditions, so that the role of caring ethical climate (CEC) as an extension of transformational leadership (TL) becomes less significant because its social exchange value is no longer urgent (Wiliyanto et al., 2020).

A similar phenomenon occurs in the physical work environment (PWE), which supports a sense of beauty. Visual beauty and aesthetic comfort in the workspace are important moderators of the caring ethical climate (CEC) pathway to turnover intention (TI). A bright, clean, organized, and psychologically pleasing work environment can reduce stress and increase positive perceptions of the organization (Siregar et al., 2023; Wiliyanto et al., 2020). However, when the environment is too minima-

kur melalui *Global Transformational Leadership Scale (GTL)* lebih sesuai dengan preferensi Generasi Z akan makna kerja, tantangan, dan hubungan kerja yang suportif (Carless et al., 2000). Temuan ini juga sejalan dengan studi sebelumnya yang menunjukkan bahwa *ethical climate* tidak selalu berdampak signifikan terhadap *turnover intention (TI)* jika tidak diperkuat oleh faktor kontekstual seperti *physical work environment (PWE)* atau kedekatan sosial (Erdilek Karabay et al., 2019; Mulki et al., 2008). Dengan demikian, dalam konteks pekerja Generasi Z, pengaruh *transformational leadership (TL)* terhadap *turnover intention (TI)* lebih kuat secara langsung melalui karakteristik gaya kepemimpinan yang visioner, suportif, dan memberdayakan, dibandingkan melalui mediasi iklim etis.

Hasil analisis Hipotesis 3 mengungkapkan bahwa *physical work environment (PWE)* memoderasi jalur antara *caring ethical climate (CEC)* dan *turnover intention (TI)*, namun hanya pada kondisi ketika lingkungan kerja mendukung *focus* pada tingkat sedang dan rendah. Dalam situasi seperti ini, pekerja menghadapi tekanan karena lingkungan kerja yang kurang kondusif secara kognitif, seperti gangguan kebisingan, ruang kerja yang sempit, atau minimnya privasi (International Labour Organization [ILO], 2016). Dalam konteks ini, *transformational leadership (TL)* menjadi sumber kompensasi psikologis, karena mampu membentuk *caring ethical climate (CEC)* melalui komunikasi yang etis, pemberdayaan staf, serta dukungan individual (Sağnak, 2010; Ozyer et al., 2010). *Caring ethical climate (CEC)* lalu bertindak sebagai substitusi non-fisik atas kenyamanan yang tidak diberikan oleh lingkungan, menciptakan rasa aman dan keterikatan emosional yang menurunkan *turnover intention (TI)*; Cropanzano & Mitchell, 2005). Namun, ketika *physical work environment (PWE)* yang mendukung *focus* sudah sangat baik, kebutuhan akan *focus* dan kenyamanan kerja sudah terpenuhi oleh kondisi eksternal, sehingga peran *caring ethical climate (CEC)* sebagai perpanjangan dari *transformational leadership (TL)* menjadi kurang signifikan karena nilai pertukaran sosialnya tidak lagi mendesak (Wiliyanto et al., 2020).

Fenomena serupa muncul pada *physical work environment (PWE)* yang mendukung *sense of beauty*, ketika keindahan visual dan kenyamanan estetik ruang kerja menjadi faktor penting yang memoderasi jalur *caring ethical climate (CEC)* terhadap *turnover intention (TI)*. Lingkungan kerja yang terang, bersih, tertata, dan menyenangkan secara psikologis mampu menurunkan stres serta meningkatkan persepsi positif terhadap organisasi (Siregar et al., 2023; Wiliyanto et al., 2020). Namun, ke-

list or too luxurious, the balance of perceptions of exchange value can be disrupted because it no longer creates the need for ethical support provided by the leader (Erdilek Karabay et al., 2019; Mulki et al., 2008). Under conditions of moderate sense of beauty, social support from transformational leadership (TL), which forms a caring ethical climate (CEC), becomes very meaningful because it can compensate for minor deficiencies in physical quality, thereby creating a sense of being valued and cared for in the workplace (Ozyer et al., 2010; Sağnak, 2010). This aligns with the principles of Social Exchange Theory (SET), which emphasizes that the value of social exchange increases when individuals perceive their basic needs are not fully met by the organizational system, making them more responsive to moral and ethical concerns from leaders (Cropanzano & Mitchell, 2005). Conversely, when a physical work environment (PWE) that supports beauty is highly optimal, employee perceptions can shift toward a preference for concrete incentives or job autonomy, making a caring ethical climate (CEC) a less relevant factor in reducing turnover intention (TI; Kuzior et al., 2022; Sander et al., 2019).

Unlike the previous two dimensions, the physical work environment (PWE) that supports connectedness does not demonstrate a strengthening effect on the role of a caring ethical climate (CEC) on turnover intention (TI) under any circumstances. This indicates that physically created social connectedness, such as collaborative spaces, proximity between desks, or frequent in-person meetings, does not always translate into added value in the context of social exchange (Cropanzano & Mitchell, 2005; Sander et al., 2019). Especially for Generation Z, who prefer flexibility, digital connectivity, and more personalized interactions, the physical dimension of connectedness is often less meaningful (Chillakuri, 2020; Schroth, 2019). Even when transformational leadership (TL) builds a caring ethical climate (CEC) through an ethical and supportive approach, if the social context does not align with the preferences of the younger generation, its effect on turnover intention (TI) remains weak. Within the framework of Social Exchange Theory (SET), this suggests that the effectiveness of a leader's social exchange is strongly influenced by the relevance of the context, and a caring ethical climate (CEC) will not serve as an effective bridge if workers' needs lie more in structural flexibility or individual recognition, rather than in social relations facilitated by the physical environment (Kuzior et al., 2022; Sander et al., 2019).

tika lingkungan terlalu minimalis atau justru terlalu mewah, keseimbangan persepsi terhadap nilai pertukaran dapat terganggu karena tidak lagi menciptakan kebutuhan akan dukungan etis yang dibentuk oleh pemimpin (Erdilek Karabay et al., 2019; Mulki et al., 2008). Dalam kondisi *sense of beauty* yang sedang, dukungan sosial dari *transformational leadership* (TL) yang membentuk *caring ethical climate* (CEC) menjadi sangat bermakna karena dapat menambal kekurangan kecil dalam kualitas fisik, sehingga menciptakan rasa dihargai dan diperhatikan di tempat kerja (Ozyer et al., 2010; Sağnak, 2010). Hal ini sejalan dengan prinsip *Social Exchange Theory* (SET), yang menekankan bahwa nilai pertukaran sosial meningkat ketika individu merasa kebutuhan dasarnya belum sepenuhnya dipenuhi oleh sistem organisasi, sehingga mereka lebih responsif terhadap perhatian moral dan etis dari pemimpin (Cropanzano & Mitchell, 2005). Sebaliknya, saat *physical work environment* (PWE) yang mendukung keindahan sudah sangat optimal, persepsi pekerja bisa bergeser ke preferensi akan insentif konkret atau otonomi kerja, menjadikan *caring ethical climate* (CEC) sebagai faktor yang kurang relevan dalam menurunkan *turnover intention* (TI; Kuzior et al., 2022; Sander et al., 2019).

Berbeda dengan dua dimensi sebelumnya, *physical work environment* (PWE) yang mendukung *connectedness* tidak menunjukkan penguatan terhadap peran *caring ethical climate* (CEC) pada *turnover intention* (TI) di kondisi apa pun. Hal ini mengindikasikan bahwa keterhubungan sosial yang tercipta secara fisik seperti ruang kolaboratif, kedekatan antar meja kerja, atau frekuensi pertemuan langsung tidak selalu diterjemahkan sebagai nilai tambah dalam konteks pertukaran sosial (Cropanzano & Mitchell, 2005; Sander et al., 2019). Khususnya bagi Generasi Z, yang memiliki preferensi terhadap fleksibilitas, konektivitas digital, dan interaksi yang lebih terpersonalisasi, dimensi fisik dari *connectedness* sering kali tidak cukup berarti (Chillakuri, 2020; Schroth, 2019). Bahkan ketika *transformational leadership* (TL) membangun *caring ethical climate* (CEC) melalui pendekatan etis dan suportif, jika konteks sosial tidak sesuai dengan preferensi generasi muda, maka efeknya terhadap *turnover intention* (TI) tetap lemah. Dalam bingkai *Social Exchange Theory* (SET), hal ini menunjukkan bahwa efektivitas pertukaran sosial dari pemimpin sangat dipengaruhi oleh relevansi konteks, dan *caring ethical climate* (CEC) tidak akan berfungsi sebagai jembatan yang efektif jika kebutuhan pekerja lebih terletak pada fleksibilitas struktur atau pengakuan individu, bukan pada relasi sosial yang difasilitasi oleh lingkungan fisik (Kuzior et al., 2022; Sander et al., 2019).

Study Limitations

This study has several substantial limitations that need to be considered, namely in relation to: (1) the limitations of caring ethical climate (CEC) as a mediator; (2) the composition of the study sample; (3) the measurement of the physical work environment (PWE); (4) the level of position of the study participants in their work or employment; (5) the study design; and (6) the variation in industrial sectors of the study participants.

Firstly, the limited ability of caring ethical climate (CEC) to mediate the relationship between transformational leadership (TL) and turnover intention (TI) may be due to the lack of measurement of contextual variables that influence worker perceptions, such as organizational culture, work pressure, or labor market conditions. These factors have the potential to influence how workers assess the ethical climate in the workplace and their decision to stay or leave (turnover intention [TI]), but were not captured in this study's model.

Secondly, the study's sample composition, which consisted predominantly of Generation Z workers living with their families and receiving substantial financial support, may have influenced the study results. Workers in this environment have greater economic flexibility than those who must be fully financially independent. This allows them more freedom to make decisions about leaving their jobs without significant financial pressure. Rather than relying on ethical values at work, their decisions to stay or leave are more influenced by other, more personal factors, such as job satisfaction, career opportunities, or work-life balance.

Thirdly, although the results of this study indicate that several dimensions of the physical work environment (PWE), namely focus, sense of beauty, and connectedness, are able to significantly moderate the relationship between caring ethical climate (CEC) and turnover intention (TI) to a certain level, the measurement of specific elements of the physical work environment (PWE) is still general. Important aspects such as ergonomics, office layout, technology availability, and work privacy are not measured separately, even though these elements can have a more direct influence on work comfort and loyalty.

Fourthly, this study did not collect data on participants' level of position in their work or employment. Charac-

Keterbatasan Studi

Studi ini memiliki beberapa keterbatasan substansial yang perlu diperhatikan, yaitu sehubungan dengan: (1) keterbatasan *caring ethical climate* (CEC) sebagai mediator; (2) komposisi sampel studi; (3) pengukuran *physical work environment* (PWE); (4) level jabatan partisipan studi dalam pekerjaan; (5) desain studi; dan (6) variasi sektor industri dari partisipan studi.

Pertama, keterbatasan *caring ethical climate* (CEC) untuk memediasi hubungan antara *transformational leadership* (TL) dan *turnover intention* (TI) dapat disebabkan oleh kurangnya pengukuran terhadap variabel kontekstual yang memengaruhi persepsi pekerja, seperti budaya organisasi, tekanan kerja, atau kondisi pasar tenaga kerja. Faktor ini berpotensi mengintervensi cara pekerja menilai *ethical climate* di tempat kerja dan keputusan mereka untuk bertahan atau keluar (*turnover intention* [TI]), namun belum tercakup dalam model studi ini.

Kedua, komposisi sampel studi yang mayoritas adalah pekerja Generasi Z yang tinggal bersama keluarga dan sebagian besar menerima dukungan finansial dapat memengaruhi hasil studi. Pekerja dalam kondisi ini memiliki fleksibilitas ekonomi yang lebih besar dibandingkan mereka yang harus sepenuhnya mandiri secara finansial. Hal ini membuat mereka lebih bebas dalam mengambil keputusan untuk keluar dari pekerjaan tanpa tekanan ekonomi yang signifikan. Alih-alih bergantung pada nilai etis di tempat kerja, keputusan mereka untuk bertahan atau meninggalkan pekerjaan lebih dipengaruhi oleh faktor lain yang lebih personal, seperti kepuasan kerja, peluang karier, atau keseimbangan kerja dan kehidupan (*work-life balance*).

Ketiga, meskipun hasil studi ini menunjukkan bahwa beberapa dimensi *physical work environment* (PWE), yaitu *focus*, *sense of beauty*, dan *connectedness* mampu memoderasi hubungan antara *caring ethical climate* (CEC) dan *turnover intention* (TI) secara signifikan pada tingkat tertentu, pengukuran terhadap elemen spesifik dari *physical work environment* (PWE) masih bersifat umum. Aspek penting seperti ergonomi, tata letak kantor, ketersediaan teknologi, hingga privasi kerja tidak diukur secara terpisah, padahal elemen tersebut dapat memberikan pengaruh yang lebih langsung terhadap kenyamanan dan loyalitas kerja.

Keempat, studi ini tidak mengumpulkan data mengenai level jabatan partisipan studi. Karakteristik dan per-

teristics and perceptions of transformational leadership (TL), turnover intention (TI), and physical work environment (PWE) are likely to vary across positions. Upper-level workers tend to be closer to the organization's leadership and strategy, while staff or laborers are more focused on direct support and daily working conditions. Furthermore, the physical work environment (PWE) may also vary across positions, such as the workspace and facilities available to directors or managers tend to be better than those of administrative staff or operational workers. Analysis of the relationships between variables conducted without considering job position or title may be less accurate. Future studies should control for this factor to provide more contextual results.

Fifthly, the use of a cross-sectional design limits the study's ability to capture causal relationships in depth, so that the long-term dynamics between transformational leadership (TL), caring ethical climate (CEC), physical work environment (PWE), and turnover intention (TI) cannot be fully understood.

Sixthly, this study did not consider variations across industry sectors, which could impact the relevance of the results to specific sectors, such as differences in how creative and manufacturing workers perceive leadership and the work environment. Perceptions of transformational leadership (TL), caring ethical climate (CEC), physical work environment (PWE), and turnover intention (TI) are likely to differ across industries. For example, the creative, manufacturing, service, and technology sectors each have their own unique work norms, leadership styles, and organizational structures. Therefore, generalization of the results should be done with caution, and future studies are recommended to encompass cross-sectoral or sector-specific approaches to more accurately interpret the results.

Suggestions for Future Studies

Future studies are recommended to incorporate additional contextual variables, such as organizational culture, work stress, or labor market conditions. These variables could help more comprehensively explain why caring ethical climate (CEC) is not always able to bridge the influence of transformational leadership (TL) on turnover intention (TI), especially in complex and dynamic organizational contexts.

Furthermore, the authors suggest expanding the measurement of the physical work environment (PWE) to include specific elements such as lighting, ventilation,

sepsi atas *transformational leadership* (TL), *turnover intention* (TI), dan *physical work environment* (PWE) sangat mungkin bervariasi antar level jabatan. Pekerja tingkat atas cenderung lebih dekat dengan pemimpin dan strategi organisasi, sementara staf atau buruh lebih fokus pada dukungan langsung dan kondisi kerja harian. Selain itu, dari segi *physical work environment* (PWE) juga mungkin bervariasi antar level jabatan, seperti ruang kerja dan fasilitas yang tersedia bagi direktur atau manajer cenderung lebih baik dibandingkan staf administrasi atau buruh operasional. Analisis hubungan antar variabel yang dilaksanakan tanpa mempertimbangkan jabatan bisa kurang akurat. Studi selanjutnya sebaiknya mengontrol faktor ini agar hasil lebih kontekstual.

Kelima, penggunaan desain *cross-sectional* membatasi kemampuan studi untuk menangkap hubungan kausal secara mendalam, sehingga dinamika jangka panjang antara *transformational leadership* (TL), *caring ethical climate* (CEC), *physical work environment* (PWE), dan *turnover intention* (TI) tidak dapat dipahami secara menyeluruh.

Keenam, studi ini tidak mempertimbangkan variasi sektor industri, yang dapat memengaruhi relevansi hasil pada sektor tertentu, seperti perbedaan antara pekerja sektor kreatif dan manufaktur dalam memandang kepemimpinan dan lingkungan kerja. Persepsi terhadap *transformational leadership* (TL), *caring ethical climate* (CEC), *physical work environment* (PWE), dan *turnover intention* (TI) sangat mungkin berbeda antar industri. Sebagai contoh, sektor kreatif, manufaktur, layanan, dan teknologi masing-masing memiliki norma kerja, gaya kepemimpinan, dan struktur organisasi yang khas. Oleh karena itu, generalisasi hasil perlu dilakukan dengan hati-hati dan studi selanjutnya disarankan untuk mencakup lintas sektor atau fokus pada sektor spesifik agar interpretasi hasil lebih tepat guna.

Saran Studi Selanjutnya

Studi selanjutnya disarankan untuk memasukkan variabel kontekstual tambahan, seperti budaya organisasi, tekanan kerja, atau kondisi pasar tenaga kerja. Variabel tersebut dapat membantu menjelaskan secara lebih komprehensif mengapa *caring ethical climate* (CEC) tidak selalu mampu menjembatani pengaruh *transformational leadership* (TL) terhadap *turnover intention* (TI), terutama dalam konteks organisasi yang kompleks dan dinamis.

Selain itu, para penulis juga menyarankan untuk memperluas pengukuran *physical work environment* (PWE) dengan menyertakan elemen spesifik seperti pencaha-

ergonomics, technology access, and workspace privacy. This is crucial for identifying which aspects of the physical environment most impact worker loyalty and well-being, as well as how these aspects interact with social variables such as caring ethical climate (CEC) and transformational leadership (TL).

Future studies should include data on participants' level of positions in their work or employment. Perceptions of transformational leadership (TL), caring ethical climate (CEC), physical work environment (PWE), and turnover intention (TI) are likely to differ across job positions due to differences in access to facilities, intensity of interaction with superiors, and job expectations. Controlling for these factors would allow for more precise analysis and strengthen the generalizability of findings across organizational contexts with diverse job structures.

The authors suggest utilizing a longitudinal approach to explore the dynamics of relationships between variables over time, which may provide stronger evidence regarding causal relationships.

Furthermore, future studies should include samples from various industrial sectors or apply specific industry specifications. This is important because perceptions of transformational leadership (TL), caring ethical climate (CEC), physical work environment (PWE), and turnover intention (TI) can vary across creative, manufacturing, service, or technology sectors. Thus, future studies can more accurately describe the dynamics of turnover intention (TI) in different industrial contexts.

In addition to organizational factors, future studies are also recommended to consider family variables, such as spousal or family support, especially considering that the majority of workers in this study still lived with their families or received financial assistance. These factors may influence individuals' decisions to stay or leave their jobs, given that workers with stable financial or family support may have greater flexibility than those with less freedom regarding financial burden.

yaan, ventilasi, ergonomi, akses teknologi, dan privasi ruang kerja. Hal ini penting mengidentifikasi aspek lingkungan fisik mana yang paling berdampak terhadap loyalitas dan kenyamanan kerja, serta bagaimana aspek tersebut berinteraksi dengan variabel sosial seperti *caring ethical climate (CEC)* dan *transformational leadership (TL)*.

Studi selanjutnya sebaiknya memasukkan data mengenai level jabatan partisipan studi. Persepsi terhadap *transformational leadership (TL)*, *caring ethical climate (CEC)*, *physical work environment (PWE)*, dan *turnover intention (TI)* sangat mungkin berbeda antar level jabatan karena perbedaan akses terhadap fasilitas, intensitas interaksi dengan atasan, dan ekspektasi kerja. Mengontrol faktor ini akan memungkinkan analisis yang lebih presisi dan memperkuat generalisasi temuan pada konteks organisasi dengan struktur jabatan beragam.

Para penulis menyarankan penggunaan pendekatan longitudinal untuk mengeksplorasi dinamika hubungan antar variabel dalam jangka waktu tertentu, yang dapat memberikan bukti lebih kuat mengenai hubungan kausal.

Selain itu, studi selanjutnya sebaiknya mencakup sampel dari berbagai sektor industri atau menerapkan spesifikasi pada industri tertentu. Hal ini penting karena persepsi terhadap *transformational leadership (TL)*, *caring ethical climate (CEC)*, *physical work environment (PWE)*, dan *turnover intention (TI)* dapat bervariasi antara sektor kreatif, manufaktur, layanan, atau teknologi. Dengan demikian, studi selanjutnya dapat lebih akurat dalam menggambarkan dinamika *turnover intention (TI)* dalam konteks industri yang berbeda.

Selain faktor organisasi, studi selanjutnya juga disarankan untuk mempertimbangkan variabel dari ranah keluarga, seperti dukungan pasangan atau dukungan keluarga, terutama mengingat bahwa mayoritas pekerja dalam studi ini masih tinggal bersama keluarga atau menerima bantuan finansial. Faktor ini dapat berpengaruh terhadap keputusan individu dalam bertahan atau meninggalkan pekerjaan, mengingat bahwa pekerja dengan dukungan finansial atau keluarga yang stabil mungkin memiliki fleksibilitas lebih tinggi dibandingkan mereka yang memiliki tanggungan ekonomi.

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