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## How Can Ethical Leadership and Emotional Leadership Influence Employees to Quit Intentions?

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### ABSTRACT

This research aims to determine the mediating effect of interest in the private sector on the relationship between job performance and quitting intentions in companies with an outsourced system, namely manufacturing employees in the packaging sector. This research was conducted in Indonesia from Januari to April 2024 with 140 respondents. The research was a quantitative study using the Structural Equation Model (SEM) method using an analysis tool, namely SmartPLS. This study's results show a relationship between ethical and emotional leadership on employee motivation and job performance. The managerial implication of this research is that if a company wants to create and improve the expected performance, it is necessary to have strong encouragement from the role of ethical and emotional leaders, whereby this will lead to individual behavioural activities that can increase their ability to achieve goals that involve motivation from the encouragement of leadership style.

**Keywords:** Ethical Leadership; Emotional Leadership; Quitting Intentions; Interest In The Private Sector

### INTRODUCTION

The long-term business goals of a company can be achieved if there is a very close relationship between employees and the company (Antoncic & Antoncic, 2017). Then Swanson et al. (2020) believe that understanding employees are one of the company's strategies to continue to grow and achieve its goals. In this case, the organization continues to look for new ways to achieve goals and advance its organization by motivating employees to be involved in their work (Wright, 2004). Employee motivation is a construction that is very meaningful and becomes the central pillar of work (Forson et al., 2021). Therefore, employee motivation is closely related to behaviour that will impact their attitude and performance in various areas of life, especially in a job (Kalogiannidis, 2021). Explanation of the relationship that can lead to better job performance, including employee motivation, can impact the company (Deci &

Ryan, 2000; Judge et al., 2005). Thus, the role of the leader must always maintain and strive to provide work motivation to his followers (Leftheriotis & Giannakos, 2014; Levin et al., 2012).

Ethical leadership and emotional leadership play an important role in increasing employees' productivity in a business organization (Obeidat et al., 2019; Ouakouak et al., 2020; Salloum et al., 2018). During increasing competition in business organizations, management and leadership need to foster practical examples for their employees concerning ethical behaviour (Dhar, 2016). Traits that can involve employee commitment, job satisfaction, and psychological well-being to be evaluated as a real multidimensional need to be possessed by ethical leadership (Alshraideh et al., 2017; Alshurideh et al., 2017; Chughtai et al., 2015). In that case, there are significant factors in the business environment to determine the

productivity of team members (AlShehhi et al., 2021). Managers face employees with high job performance in attracting them to become skilled at work, this is a serious challenge, especially in developing countries (Caillier, 2011). So managers need to pay attention and try to improve their work performance so that it will not occur due to weakness or lack of attractiveness from public organisations' financial incentives (Campbell & Im, 2016). Furthermore, Gagne & Deci (2005) opinion emphasized that motivation is a source the organization must consider. Two sources of motivation have been identified, including intrinsic motivation, engagement, curiosity, satisfaction, interest, and positive challenges, which are intrinsic incentives to work (Amabile et al., 1996). As for extrinsic motivation, namely money bonuses, certificates, gifts, awards, and punishments (Davis et al., 1992; Vallerand et al., 1992). Leadership style can influence employee performance with the encouragement of motivation so that if their work performance is good as a result of that, employees will not dare to quitting intentions (Ouakouak et al., 2020).

Relationships driven by ethical leadership and emotional leadership can increase employee motivation and job performance at the individual and team levels; it has been shown that leaders who adopt ethical and emotional leadership styles can help employees achieve better individual tasks and group performance (Brown et al., 2005; Ouakouak et al., 2020; Piccolo et al., 2010; Walumbwa et al., 2011). In improving work performance, there needs to be encouragement from employee motivation, and the company will have a competitive advantage if motivation is important in improving performance (Igalens & Roussel, 1999; Lawler, 1994). In keeping employees from having any quitting intentions the organization, it is necessary to increase the relationship between employee performance and job performance as well as the role of mediating interests in the private sector in maintaining employees in an

organization (Jurkiewicz & Brown, 1998; Ouakouak et al., 2020; Wittmer, 1991).

Previous research has explained that the leader's style in providing motivation will create a positive response to the ethical behavior given to his followers (Ouakouak et al., 2020). Furthermore, empirical research on several previous studies has considered employee motivation in public organizations, but there is no research on the role of leadership (Frank & Lewis, 2004; Gregg et al., 2008). However, in the development of the research model conducted in Indonesia with the influence that can increase job performance by the role of ethical and emotional leaders, indirectly employees have quitting intentions, and there is a mediating role from the interest in the private sector as measured by employees at packaging companies with an outsourcing system. Therefore the company needs to increase performance in advancing the organization and provide operational benefits (Bortolotti et al., 2015). Thus, research was carried out to know the leading factors that can improve employee work performance so that they do not have direct quitting intentions so that they continue to increase company competition and whether mediated results can influence employees to quitting intentions in manufacturing companies in Indonesia. Hopefully, this research can contribute to the scientific level regarding the role of leadership and work performance and quitting intentions of workers who positively impact employees and organizations.

## LITERATUR REVIEW

### Ethical Leadership

Ethical leadership is the principle of making decisions by honest individuals in upholding justice (Brown & Treviño, 2006). Ethical leadership is consistently fair in giving punishments or rewards by strictly setting ethical standards to ensure and communicate the ethical expectations of employees (Brown & Mitchell, 2010). The definition of ethical leadership is a behavior between leaders and followers in an interpersonal relationship

through two-way communication in making decisions normatively (Brown et al., 2005). Previous research has explained that ethical leadership can positively increase employee commitment and job satisfaction, identify with the organization and improve performance in carrying out tasks (Kalshoven et al., 2011; Ng & Feldman, 2015). AlShehhi et al. (2021) opinion that the definition of ethical leadership is the right of every individual to uphold ethical values, honor, and reputation. In addition, ethical leadership demonstrates the most appropriate personal behavior and attitude, improves interpersonal relationships, and fosters these values in team members (AlShehhi et al., 2021; Dust et al., 2018).

### **Emotional Leadership**

Research on emotional leadership is one of the relationships with followers that is beneficial and provides effective impact and results in leading (Connelly & Ruark, 2010; Damen et al., 2008; Kleef et al., 2009). Emotional leadership plays an important role in arousing followers' emotions in the workplace because the emotions leaders give can affect workers (Kraus, 2017). The emotional intelligence of a leader has the potential to contribute effectively in a variety of ways, both from the perspective of the leader and the followers (George, 2000; Zineldin & Hytter, 2012). In the renewal and development of leadership theory found by Humphrey (2002) that suppressing emotions can create and motivate followers in a positive direction.

### **Employee Motivation**

Rahimić et al. (2012) define employee motivation as regulating individual behavior for any action that influences his actions. Employee motivation in the work context provides direction to achieve organizational goals based on individual abilities that have competing needs and are driven by various motivators (Deressa & Zeru, 2019). So thus, the role of the leader in maximizing employee performance must be able to read the situation in motivating its employees (Nohria et al., 2008). According to Legault (2016), there are two types of motivation: intrinsic, which means

a person is satisfied with an activity due to interest based on behavior. In contrast, extrinsic motivation is motivation in rewards or praise as a tool for someone to act. The satisfaction obtained is not from the activity but as an irrelevant consequence that leads to the action, and compensation is also a motivation for employees to work as well as possible (Silaban & Shah, 2018). The discussion of internal and external motivation concludes that work motivation is multi-dimensional (Dwivedula & Bredillet, 2010).

### **Job Performance**

Employee performance is anything that employees do in a company or organization that can be observed and measured optimally, becoming an experience and the level of contribution of each individual (Lau et al., 2014). Then this can be used to see the results of evaluating a person's behaviour in completing their tasks, whether they are as expected or not (Dizgah et al., 2012). Contextual performance is an activity that refers to interactions in communicating and coordinating with other employees in a certain way so that they can go beyond the rules in the work process and fulfil the tasks assigned (Jeevan & Bhau, 2016). Job performance is how well an employee performs his duties or work (Carmeli et al., 2007). Job performance is workers' activity in various behaviours related to the goals of an organization (Murphy, 1989; Nguyen et al., 2019).

### **Quitting Intentions**

Quitting intentions is critical for research, especially in management and organizational behaviour (Walsh, 2003). In terms of quitting intentions, companies always pay attention to high costs, which causes several studies to focus on this issue (Alexandrov et al., 2007; Siong et al., 2006). For example, Firth et al. (2004) analyze the reasons for quitting intentions, including work commitments, high workload, and job satisfaction. Apart from that, quitting intentions can also be caused by organizational social stressors and a lack of harmony with leaders (Jawahar, 2002). So the consequences of various causes of an

employee quitting intentions include stress at work, fatigue at work, emotional instability, discrepancy at work, and job dissatisfaction (Brotheridge & Lee, 2003; Grandey et al., 2004; Lewig et al., 2007). Quitting intentions can be defined as a negative plan of employee behaviour as a direct and actual determinant of attitude (Firth et al., 2004; Igbaria & Greenhaus, 1992).

## HYPOTHESIS DEVELOPMENT

### **The relationship between ethical leadership on employee motivation and job performance**

Ethical leadership is a very high moral standard, referring to morals and ethical behaviour in shaping an ethical climate in helping employees deal with various problems in the workplace (Ouakouak et al., 2020). In achieving better performance, several studies explain that in achieving individual and group tasks, it is necessary to adopt an ethical leadership style (Brown et al., 2005; Piccolo et al., 2010; Walumbwa et al., 2011). Thus, motivating followers to predict work results is the leader's ethical behaviour in the Self-Determination Theory (Deci & Ryan, 2008). Ethical leaders can inspire, motivate and care for followers to keep them growing according to their psychological needs (Ouakouak et al., 2020). So in improving employee performance and motivation, there is a role for employees who work for ethical leaders (Piccolo et al., 2010). The organizational environment created by ethical leaders will enable achieving goals by following moral values and building their capabilities (Gagne & Deci, 2005; Kuvaas, 2006). Ethical leadership reflects the autonomy of a person in increasing fairness, self-awareness, trust, respect, being respectful, trustworthy, honest, and fair (Brown & Mitchell, 2010). Suppose the psychological needs of employees are met. In that case, it will directly improve job performance based on mutual trust, respect and good relationships (Ouakouak et al., 2020). Thus, the following hypotheses are proposed:

**H1:** Ethical leadership has a positive effect on employee motivation

**H2:** Ethical leadership has a positive effect on job performance

### **The relationship between emotional leadership on employee motivation and job performance**

Emotional leadership impacts effective leadership in providing results and benefits to followers (Connelly & Ruark, 2010; Damen et al., 2008; Kleef et al., 2009). According to Humphrey (2002), arousing positive emotions in followers plays an essential role in the emotions of leaders, this is one of the most effective ways of forming motivation. Furthermore, there is the role of an emotionally intelligent leader, able to effectively monitor the feelings and emotions of oneself and others (Gardner et al., 2009). Ethical leadership cares about a work environment that promotes feelings of care and safety, in terms of facilitating greater employee autonomy, there is a need for potential development, employee empowerment, and a greater sense of engagement (Gagné & Deci, 2005).

In evaluating the provision of resources and leader support, it is necessary to have a relationship between the behaviour and attitudes of leaders and followers (Dansereau et al., 1975; Vidyarathi et al., 2014). Blau (1964) argued that in social exchange theory, one of the ways to improve job performance is the need for positive social relations (Gerstner & Day, 1997). A social relationship that can carry out and facilitate the transfer of resources by emotional leaders can improve job performance (Tekleab & Taylor, 2003; Vidyarathi et al., 2014). Research conducted by Bono & Ilies (2006) shows that positive emotional perceptions of leaders can improve job performance. As well as research conducted by Johnson (2009) shows that negative emotions can cause decreased performance (Johnson, 2009). Boal & Whitehead (1992) explain the creation of a work environment by emotional leaders who can support and provide attention to achieving better job performance. Thus, the following hypotheses are proposed:

**H3:** Emotional leadership has a positive effect on employee motivation

**H4:** Emotional leadership has a positive effect on job performance

### **The relationship between employee motivation and job performance**

Several studies have identified that a company's long-term competitive advantage in improving work performance comes from motivation (Igalens & Roussel, 1999; Lawler, 1994). The self-determination theory shows that each individual's psychological needs will have a connection that is fulfilled through autonomy, competence, perseverance, and creativity and will be intrinsically motivated to increase job performance (Deci & Ryan, 2008). In the logic of self-determination theory, the higher the level of intrinsic motivation in employees, the more likely they are to exert tremendous effort to improve their job performance (Ouakouak et al., 2020). Motivation comes from values and interests; it is purposeful, fun, energizes, and provides enough reasons to complete tasks more effectively (Deci et al., 2017). Thus, the following hypotheses are proposed:

**H5:** Employee motivation has a positive effect on job performance

### **The relationship between job performance and quitting intentions**

Recently, quitting intentions have become an important concern, especially for managers in the private and public sectors, because there are things that are detrimental to the organization, including high costs in recruiting new workers and having an impact on decreasing productivity (Brown et al., 2009; Koh & Goh, 1995). The reasons for quitting intentions have been studied by several studies about the things or reasons that underlie employees leaving their jobs (Allen David & Griffeth Rodger, 1999; Jackofsky & Peters, 1983; Schoemmel & Jønsson, 2014; Zimmerman & Darnold, 2009). Jackofsky (1984) states that there are two reasons for quitting intentions based on their performance.

First, if employees have high performance, they are likely to leave the organization due to the tendency to have more alternatives in finding work elsewhere. Second, about poor performance, because the organization is not willing to maintain it. Dreher (1982) suggests positive opportunities for workers with good performance and negative opportunities for workers with poor performance, so this has a positive relationship between performance and quitting intentions. Boshoff & Allen (2000) reported that if employees have effective performance, it will have a negative relationship with the intention to leave the organization. So thus, if employee performance tends to be better, it can reduce employee quitting intentions (Ouakouak et al., 2020). Therefore, a hypothesis is proposed:

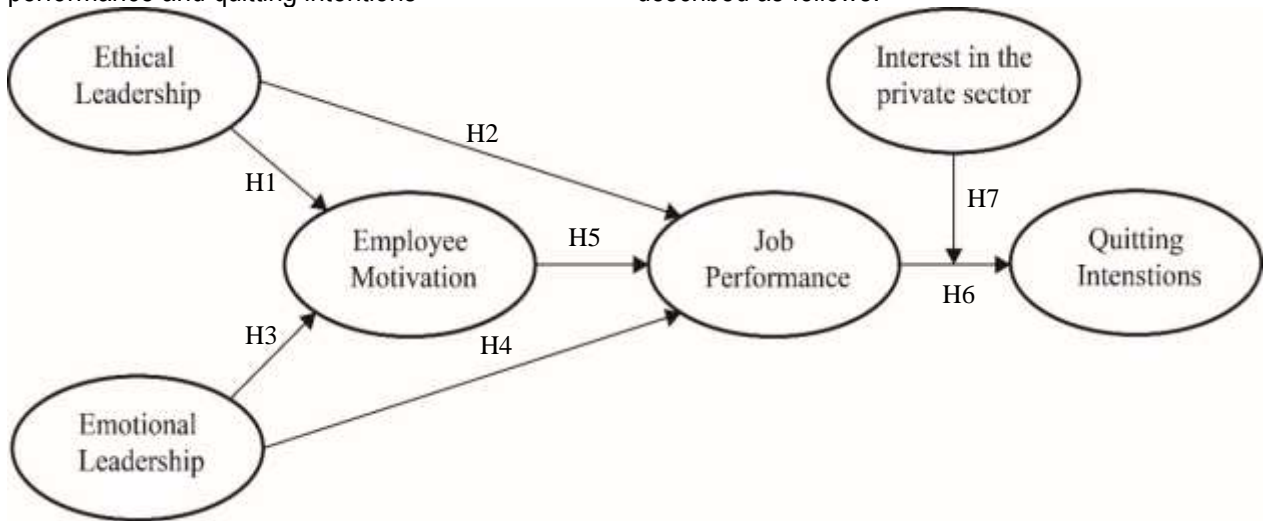
**H6:** Job Performance has a negative effect on quitting intentions

### **The role of mediating interests in the private sector toward quitting intentions**

The relationship between quitting intentions and work performance will be negative if public sector employees prefer to work in the private sector (Ouakouak et al., 2020). Suppose some workers report quitting intentions and tend to choose to move to work in a more challenging type of sector. In that case, it is due to opportunities in the private sector (Stahl et al., 2009). Another thing also happens because there is an assumption that the private sector is more attractive than the public sector, and another reason occurs because of the relationship between work performance and their intention to leave the organization. Other studies also argue that various workplace outcomes and attitudes of employees working in public and private sectors influence quitting intentions (Jurkiewicz & Brown, 1998; Wittmer, 1991). Because the tendency of employee interest in the private sector is more significant and may moderate the relationship between work performance and quitting intentions, this study aims to examine the relationship moderated by private sector interest. Therefore, a hypothesis is formulated:

**H7:** The role of mediating interest in the private sector in the relationship between job performance and quitting intentions

Based on the results of the hypothesis analysis above, the hypothetical model can be described as follows:



**Figure 1.** Research Framework

## METHODOLOGY

Data collection uses a survey method by distributing questionnaires online. Measurements were made using a Likert scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree). Respondents in this study were taken purposively (purposive sampling) in Tangerang Regency with the population of this study, namely outsourcing employees at manufacturing companies. For the sample, the criteria were outsourced employees in the packaging industry who had worked for more than two years

The question adopted from Lam et al. (2016) or measuring the ethical leadership variable, consists of five questions. However, the number of original statements consists of ten questions. This research adopts research from Ouakouak et al. (2020), which only refers to good leadership. Questions for measuring emotional leadership variables consist of five questions adopted from (Voet, 2014). For the measurement of employee motivation variables developed by Sjöberg & Lind (1994) and used by several other studies that only used the short version with a total of five used (e.g., Björklund, 2007; Björklund et al., 2013; Størseth, 2006). However, in the original research, the Employee motivation variable

consisted of twelve questions. Furthermore, for measurement of the Job performance variable, it is measured using five questions that were developed (Janssen & Yperen, 2022; Podsakoff & MacKenzie, 1989). Then, the measurement of the Quitting intentions variable adopted from Rosin & Korabik (1991) consists of four questions. For the interest in the private sector variable, it uses four questions adopted from research (Ouakouak et al., 2019). Then the total measurement used in this study is using twenty-eight questions.

In processing and analyzing data is done by using two stages, and the first stage uses IBM SPSS 24 to test validity by looking at the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. The results of the KMO and MSA values must be greater than 0.500, which means that the factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurements where the results must be close because if the results are close to 1, the better (Hair *et al.*, 2014). Furthermore, in the second stage, using SmartPLS 3 as a tool in testing different structural relationships, the number of samples in this study has variables moderated by interest in the private sector, so the number of respondents is at least 100 people (Wong,

2013). The time of research was carried out from June to September 2024.

### RESULT

Table 1 shows the demographic profile of the respondents from the research that was built, namely industrial workers in Tangerang Regency, the manufacturing industry sector in the packaging sector with the use of an outsourced workforce system. Respondents from this study consisted of 140, with the result

being male sex as much as 84.3% and 15.7% female workers. Workers in this sector are more dominantly aged between 26-35 years with a percentage of 70.0%, then in the age range of 36-45 years, it is 18.6%, and the remaining 1.4% is for workers aged 45 years and over. Due to using an outsourced work system, the educational background is greater for high school/ technical school graduates, 97.1%, and 2.1% for bachelor's degrees.

**Table 1.** Demographic Profile

Item	Category	Frequency	Percentages (%)
Gender	Male	118	84.3
	Female	22	15.7
	<b>Total</b>	<b>140</b>	<b>100</b>
Age	< 25 Year	14	10.0
	26 - 35 Year	98	70.0
	36 - 45 Year	26	18.6
	> 45 Year	2	1.4
	<b>Total</b>	<b>140</b>	<b>100</b>
Education	Highschool /Technical School Graduates	136	97.1
	Diploma degree	1	0.7
	Bachelor degree	3	2.1
	Postgraduate	0	0.0
	<b>Total</b>	<b>140</b>	<b>100</b>

Source: Data by Questionnaire 2024

In this study, all variables for construct reliability and variance extract met the requirements. According to references from Hair et al. (2014), the construct reliability score is acceptable and meets the requirements if the score is above 0.60 and the variance extract score is above 0.50. For construct reliability and variance, extracted scores from each variable, that is, ethical leadership variable (CR = 0.91; VE = 0.66), emotional leadership variable (CR = 0.91; VE = 0.67), employee motivation variable (CR = 0.90; VE = 0.65), job

performance variable (CR = 0.90; VE = 0.65), quitting intentions variable (CR = 0.89; VE = 0.67), and interest in the private sector variable (CR = 0.92; VE = 0.75). Furthermore, to test the fit model in this research, the SRMR value is declared suitable if <0.10, and the NFI (Normal Fit Index) value, if the results are close to 1, the results are appropriate. Thus, this study was declared suitable and appropriate because the SRMR test results were 0.072, and the NFI value was 0.749.

**Table 2.** Construct Reliability and Validity Results

Constructs	KMO	MSA (Ave)	Cronbach Alpha	rho_A	Composite Reliability	Average Variance
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	Extracted					
Ethical Leadership	0.866	0.868	0.871	0.882	0.906	0.658
Emotional Leadership	0.841	0.855	0.872	0.874	0.91	0.671
Employee Motivation	0.791	0.795	0.863	0.864	0.901	0.645
Job Performance	0.854	0.855	0.864	0.868	0.902	0.649
Quitting Intentions	0.757	0.758	0.833	0.842	0.889	0.667
Interest in the Private Sector	0.811	0.812	0.889	0.891	0.923	0.75

Source: Data Proceeded by SmartPLS 2024

The R Square value is the coefficient of determination in the endogenous construct. Hair et al. (2017) stated that an R Square value of 0.75 was categorized as very strong, an R Square value of 0.50 was categorized as strong, and an R Square value of 0.25 was categorized as weak. Structural test analysis was carried out to determine the value of R<sup>2</sup> in each equation. The R<sup>2</sup> value shows how far the independent variable can explain the dependent variable. Based on the results of the Smart PLS analysis, the results of the first analysis were obtained. Namely, the employee motivation variable has an R<sup>2</sup> value of 0.429; thus, it can be interpreted that the ethical leadership and emotional leadership variables directly influence 42.9% of the employee

motivation innovative variable. In comparison, the remaining 57.1% is explained by the variable other. Subsequent analysis for the job performance variable has an R<sup>2</sup> value of 0.707, meaning that 70.7% of the job performance variable is influenced by ethical leadership, emotional leadership, and employee motivation while other variables influence 21.3%. As well as for the analysis of the quitting intentions variable, it has an R<sup>2</sup> value of 0.509 which means that the quitting intentions variable is affected by job performance by 50.9% and other variables influence the rest. So thus, the variable job performance and quitting intentions are categorized as strong, and employee motivation variables are categorized as weak.

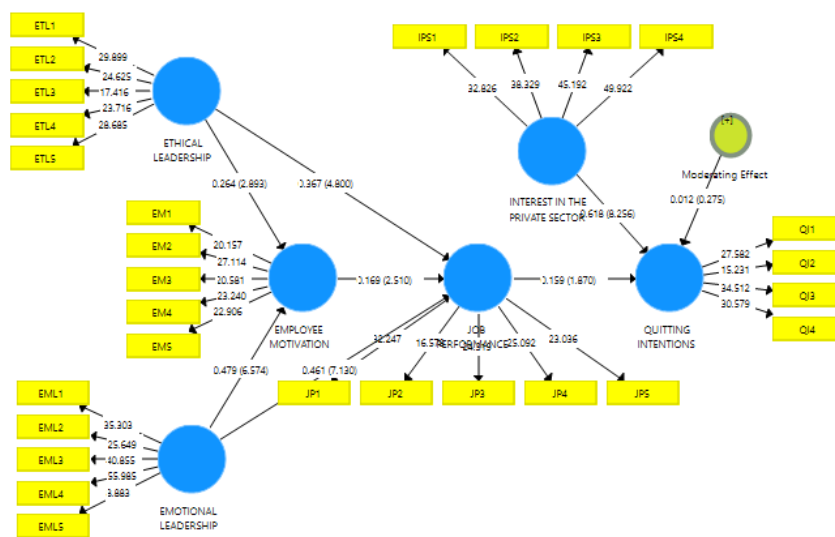


Figure 2. T-Value Path Diagram Results



**Table 3.** Model of Hypothesis Test

Hypothesis	Hypothesis Statement	T-value Score	Description
H1	Ethical leadership has a positive effect on employee motivation	2.946	Data supports hypothesis
H2	Ethical leadership has a positive effect on job performance	4.716	Data supports hypothesis
H3	Emotional leadership has a positive effect on employee motivation	6.161	Data supports hypothesis
H4	Emotional leadership has a positive effect on job performance	6.580	Data supports hypothesis
H5	Employee motivation has a positive effect on job performance	2.736	Data supports hypothesis
H6	Job performance has a negative effect on quitting intentions	1.896	Data does not support the hypothesis
H7	Interest in the public sector positively moderates the relationship between job performance and quitting intentions	0.261	Data does not support the hypothesis

Source: Data Proceeded by SmartPLS 2024

### DISCUSSION

The purpose of this study is to identify the mediating effect of the variable interest in the private sector on the relationship between job performance and quitting intentions that can affect manufacturing employees at packaging companies, especially workers with an outsourcing system, as well as factors that can advance long-term company goals and growth in the strategy employees in terms of employee motivation. Figures 1 and 2 show independent variables, namely ethical leadership and emotional leadership. In contrast, other variables are dependent, including employee motivation, job performance, and quitting intentions.

In this study, it was found that ethical leadership influences employee motivation and job performance; this is because the role of the leader given to the company can already be felt by employees, so it creates a high moral standard in shaping the work climate and leaders can handle various problems on the spot their work. So that this can increase

employee motivation and work performance because ethical leaders can motivate psychologically so that employees continue to develop and fulfill their needs to improve work performance. In the opinion of Deci & Ryan (2008), in the theory of self-determination, a leader's ethical behavior in natural facilitation predicts good work results due to motivational encouragement. So, this ethical leadership can positively influence employee motivation because when people are motivated on the basis of their needs, a feeling of fairness and concern arises, which can inspire them to continue to grow and develop in advancing the company. Furthermore, ethical leadership positively affects job performance, where ethical leaders can generate positive results in their followers, who can improve performance because ethical leaders are honest and principled individuals for justice. Following the opinion of Ouakouak et al. (2020), ethical leaders maintain trust and respect for followers to improve their performance. Furthermore, according to Brown & Mitchell (2010), ethical

leaders have traits and attitudes that can increase trust, respect, fairness, listening, self-awareness, honesty, trustworthiness, and fairness in their interactions with their employees.

The variable that can affect employee motivation and subsequent job performance is emotional leadership, which agrees with research by Gardner et al. (2009), leadership theory emphasizes consistent emotional leadership in shaping follower motivation intelligence, being able to monitor followers' feelings in evoking positive emotions in a person effectively. Emotional leadership can play an important role in their work environment, especially in the leadership process to generate followers; therefore, emotional leadership can increase employee motivation. Actually, in a special research location, emotional leadership is very closely related to employee motivation, where the emotional role given by the leader can provide positive motivation to employees to work optimally and improve company performance. In addition, emotional leadership can encourage employee work performance because, with an emotional leadership style, they can contribute effectively and have good potential to improve good work. Therefore, it is in line with the research of Bono & Ilies (2006) that positive emotional perceptions from leaders can increase job performance because the positive emotions given will become a new enthusiasm for work, so this enthusiasm can increase employee performance in any work situation.

Employee motivation has a positive effect on job performance, hence employee motivation is important for companies in the long-term strategy caused of the competitive advantage employees possess. The most important thing in increasing job performance is infesting and managing human behavior driven by personal work motivation in carrying out their actions. Agree with Deci et al. (2017) that motivation is a way or reason for completing the tasks and responsibilities of a worker more effectively, which comes from an energy that is

strengthened by employee motivation in increasing job performance. So thus, individuals who are motivated both intrinsically and extrinsically following the theory of self-determination will exert greater effort to improve job performance.

In the world of work, quitting intentions are an important factor in the company because the existence of quitting intentions will cause costs related to employee turnover. In the next hypothesis, job performance has a negative effect on quitting intentions. In industries with employee systems that use outsourcing, companies do not think about the costs associated with employee turnover because the system has been regulated by other companies that manage employees, so even though the level of quitting intention is high, the company should not make employee turnover important. The research results show that the hypothesis built is not accepted because job performance does not have a negative or positive effect on quitting intentions, this is because outsourcing workers who have high or low job performance have no intention of leaving the workplace because they do not work fully for the company. This is different from the opinion of Brown et al. (2009) that the employee's intention to quit will have a negative impact on the company because there are factors that are the main problems, including recruitment, training costs, decreased productivity, and morale. Therefore, quitting intentions in this study do not influence the following matters, they work based on the regulations of the company where they work. However, there is no relationship between recruitment and work morale because the work is not directly regulated by the company where they work but by other companies. Therefore, even though employees have good or bad job performance, there is no influence on quitting intentions.

This study, which focuses on the influence of the effect or the role of mediating interest in the private sector between the relationship between job performance and quitting intentions, does not support the

existing hypothesis, meaning that this study is quite different from previous research by Ouakouak et al. (2020) where the mediation of interest in the private sector helps influence job performance on quitting intentions, with speculation that interest in the private sector provides clear instructions regarding solving problems related to employees who have the intention to quit. However, this study explains that when workers in the outsourcing system do not show results that give effect where they in any sector do not have any impact, either positively or negatively, they only focus on work and do not think about anything other than working well. This differs from the opinion of Stahl et al. (2009) that employees who find new opportunities in the private sector, these employees have the intention to leave and choose to stop and move to work in a new, more challenging sector. Employees with outsourcing work systems do not have any impact even though they have worked for more than two years in the manufacturing industry in the packaging sector, so this research does not have a negative or positive influence in mediating interest in the private sector on the relationship between job performance and quitting intentions

### CONCLUSION

The results of this study prove that there is an influence between ethical leadership and emotional leadership on employee motivation and job performance. This study also proves that there is an influence between employee motivation on job performance. It also proves that there is no positive or negative influence between job performance and quitting intentions, even though there is a mediating role from an interest in the private sector. This is evident from the assessment that management system employees who use workers from outsourcing companies manufacturing companies, especially in the field of packaging, are better because there are no costs incurred to organize, recruit and train workers, so if there are quitting intentions at the company, it has a common effect. Utilizing the

role of ethical and emotional leadership can make employees feel motivated at work, thereby increasing job performance by providing psychological motivation to provide high work performance to improve the company's long-term business strategy. Because the research location only focuses on the field of packaging with outsourcing work systems, the company, which is the main problem point of the hypothesis, is rejected because existing workers prefer to improve performance well without thinking about other intentions in their work, they may feel that working well is their goal.

There are limitations in this study as well as showing several directions for future improvements in future research. First, this research is limited to manufacturing industry workers in one type, namely packaging; therefore, it can be tested in other manufacturing industry fields, such as the automotive industry, where the industry is in the first sector with a relatively good level of employee performance. Second, this research examines the outsourcing work system with a level of quitting intentions which is difficult to detect whether employees have the intention to leave or not because the work system is not a permanent employee of the company, so the results do not have a positive or negative influence so that future testing can test employees stay from the company. Third, in this case, there is still no discussion of age demographics or educational levels, so further research can then analyze workers based on their age or educational level and compare them.

The findings of this study for management have implications for the relationship with strategy in building collaboration between companies and employees, where companies must still have emotional and ethical leaders where these leadership styles are very important in increasing performance as well as motivating employees, as well as having good leadership attitudes and traits, smart so that workers feel comfortable and want to help improve company

performance, ethical and emotional leaders also need to think about rewards being distributed and how business is done to create a performance that continues to increase. The managerial implication is that if a company wants to create and improve the expected performance, there needs to be strong encouragement from the role of ethical and emotional leaders, whereby this will lead to an activity of individual behavior that can increase their ability to achieve goals that involve motivation from the encouragement of leadership style. So with that in mind, if the employee's work performance is high, it will have a negative effect on the intention to leave. Furthermore, to achieve the company's goals, it would be nice to focus on developing job performance so that employees will have the principles and positive attitude that an employee has for their work and the encouragement of motivation from the leader.

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