

## The Mediating Role of Work Motivation in the Relationship between Leadership Style, Workload, and Turnover Intention among Health Workers at Husada Hospital

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### ABSTRACT

The changing dynamics of the healthcare sector require hospitals to maintain workforce stability amid high operational pressure and workload demands. One of the main challenges faced by Husada Hospital is the increasing level of turnover intention among employees. This study aims to analyze the influence of leadership style and workload on turnover intention, with work motivation as a mediating variable. The research sample consisted of 170 employees of Husada Hospital in Jakarta, and data were collected through questionnaires. Data analysis was conducted using the Structural Equation Model-Partial Least Squares (SEM-PLS) method. The results show that leadership style has a positive and significant effect on work motivation and a negative and significant effect on turnover intention, while workload has a negative and significant effect on work motivation and a positive and significant effect on turnover intention. Work motivation does not have a significant effect on turnover intention and does not mediate the relationship between leadership style or workload and turnover intention. These findings indicate that the influence of leadership and workload on employees' intention to leave occurs directly. This highlights the importance of empathetic leadership and balanced workload management as key strategies to reduce employee turnover. The findings are expected to serve as a valuable reference for hospital management.

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## INTRODUCTION

Human resources are a key component of the healthcare system, directly determining the quality and continuity of services provided to the public. The World Health Organization (WHO, 2022) emphasizes that an effective healthcare system depends not only on infrastructure and technology but also on the capacity and distribution of equitable and qualified healthcare workers. As public awareness of the importance of health increases, the global hospital industry has shown a consistent growth trend, with global healthcare spending increasing by more than 4% annually (WHO, 2022). In Indonesia, the hospital industry has also experienced significant growth, with the number of hospitals reaching more than 3,200 and growing at around 5% annually (Ministry of Health of the Republic of Indonesia, 2023). This growth reflects improvements in the quality of healthcare services and the role of the National Health Insurance (JKN) policy in expanding access to healthcare. However, this growth is accompanied by challenges in healthcare workforce management, particularly in terms of turnover.

One of the main issues that emerged was the high turnover rate of healthcare workers, which directly impacted the continuity of services and the quality of patient care and had financial consequences related to the recruitment, training, and stability of the medical team. This condition indicated that facility growth had not been balanced by optimal human resource management, particularly in terms of workforce retention. This challenge also occurred at Husada Hospital, one of the largest private hospitals in Jakarta. The hospital experienced fluctuating employee turnover rates, particularly among nurses and medical support staff, leading to redistribution of workload and potential burnout. Several employees stated that excessive workload, lack of psychological support from management, and limited career development opportunities were dominant factors contributing to their intention to leave.

In addition to turnover, hospitals also face challenges in human resource management efficiency, including a shortage of trained personnel and the risk of burnout, as well as a lack of integrated human resource management strategies. Research at the Gadjah Mada University Academic Hospital showed that 16.5% of nurses had intentions to leave their jobs, citing compensation as the primary reason (Safitri et al., 2023). Hospital operational costs are also under pressure from inflation, rising drug and medical device prices, and the need for digitization and the implementation of a Hospital Management Information System (SIMS) (Pradana, 2022). Without strategic management measures, these challenges can limit hospitals' capacity to provide effective, efficient, and sustainable healthcare services.

## LITERATURE REVIEW

Healthcare worker turnover is a national and global issue. A study by Zhang et al. (2022) showed that the global nurse turnover rate is in the range of 14%–17% per year, while the ideal standard is below 10% (Al Zamel et al., 2020). In several Indonesian hospitals, such as in Depok City, nurse turnover reached 19% in 2022, confirming that work pressure and dissatisfaction are widespread.

This condition increases training and recruitment costs, risks declining service quality, and reduces long-term competitiveness. Therefore, a data-driven human resource management strategy is needed to develop adaptive and effective healthcare worker retention policies.

Based on HRD data from Husada Hospital Jakarta for the 2019–2024 period, there has been a fluctuation in the number of employees who resign. The percentage of general practitioner turnover reached 42.31% in 2023, while the highest nurse turnover reached 16.56% in 2020. The highest total employee turnover reached 14.94% in 2020. This data demonstrates the urgency of managerial intervention to maintain the stability of healthcare workers in a dynamic and stressful service system.

The data shows that both nursing and general practitioners experienced significant fluctuations in turnover rates between 2019 and 2024, with nurses recording the highest number of resignations in 2019 and 2020, at 55 and 53, respectively, and general practitioners experiencing the highest turnover spike in 2023, at 11 people (42.31%). This fluctuation indicates ongoing structural and operational pressures on the hospital's core medical staff, particularly in terms of retention and workload distribution, as reflected in the decline in the total number of employees at Husada Hospital from 1,245 in 2019 to 876 in 2024.

According to Ivancevich, Konopaske, and Matteson (2020), turnover intention is a gradual process, starting from evaluating working conditions, seeking alternative employment, and ending with the decision to resign. Intention is influenced by leadership style, workload, and work motivation, as found by Ferdiansyah and Hendratni (2024), Xu et al. (2022), and Junaidi et al. (2020), while other studies show discrepancies in results, creating a research gap. Initial observations indicate that there are still challenges in implementing an effective leadership style, where some medical personnel feel they lack clear direction and motivational support from their direct superiors, resulting in decreased work motivation and increased turnover intention. Workload, which is one of the main forms of job demands according to Bakker and Demerouti (2017), also has the potential to increase turnover intention when it is chronic and not balanced with job resources such as social support and work autonomy. In addition, work motivation, which includes intrinsic and extrinsic motivation, and the need for self-actualization, has not been optimally met in the Husada Hospital environment, thus strengthening the emergence of turnover intention. Inconsistencies in the study on the impact of work motivation on turnover intention highlight the need for a reexamination of the link between workload, leadership style, and work motivation on turnover intention in the healthcare industry. This research is particularly urgent given the high turnover rate of medical and paramedical personnel, which impacts service stability, operational effectiveness, and the quality of healthcare services at Husada Hospital.

Specifically, this study contributes by integrating leadership style, workload, and work motivation into a single structural model to predict turnover intention in the real operational context of Husada Hospital, and analyzing the role of work motivation as a mediating variable that has rarely been tested in previous studies in the Indonesian hospital sector. This study also provides

empirical evidence based on longitudinal data (2019–2024), which has not been widely used in domestic and international research studies on healthcare worker turnover. The findings of this study are expected to enrich the global healthcare HR management literature and form the basis for the formulation of evidence - based healthcare worker retention policies in hospitals.

## **METHODOLOGY**

This study, which is quantitative in nature and uses a survey technique, is categorized as a non-experimental cross-sectional study. Data were gathered at Husada Hospital in Central Jakarta in June 2025. The study focus is on the impact of workload and leadership style on turnover intention, with work motivation acting as a mediating variable. All medical and non-medical personnel directly involved in hospital operations and services are the research subjects. The 894 employees that made up the study population were chosen for the sample using a purposive sampling methodology, which is a non-probability selection strategy based on the criteria of employees who have worked for at least a year and are neither middle or top management leaders. The number of samples refers to the provisions of Hair et al. (2019), which is five to ten times the number of indicators so that the minimum requirement is 95 respondents and the minimum recommendation of 100 respondents for SEM-PLS, and this study managed to collect 170 respondents' answers that met the criteria. Interviews and closed-ended questionnaires based on an interval scale with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) were used in library research and field research to gather data. Data analysis was conducted using a multivariate approach through variance-based Partial Least Squares Structural Equation Modeling (PLS-SEM), suitable for exploratory and predictive research without strict normality assumptions, with processing using SmartPLS software version 4.

## **RESEARCH RESULT**

### ***Data Analysis***

#### ***Measurement Model Evaluation***

There are two primary steps in the testing process for data analysis utilizing the Partial Least Squares-Structural Equation Modeling (PLS-SEM) technique. The assessment of the measurement model or outer model is the first step. The convergent validity test is the first step in assessing the measurement model. The loading factor and the average variance extracted (AVE) are the two primary metrics used to assess convergent validity. The loading factor value shows how strongly the indicator and the construct it represents are related; a value above 0.70 denotes a high degree of validity. In the meanwhile, AVE, which has a suggested minimum value of 0.50, characterizes the percentage of construct variance that can be explained by the indicators that comprise it. The loading factor values are shown in the table that follows.

Table 1. Loading Factor Values

| Indicator | Workload | Leadership Style | Work Motivation | Turnover Intention |
|-----------|----------|------------------|-----------------|--------------------|
| BP1       | 0.832    |                  |                 |                    |
| BP2       | 0.867    |                  |                 |                    |
| BP3       | 0.779    |                  |                 |                    |
| BP4       | 0.769    |                  |                 |                    |
| BP5       | 0.783    |                  |                 |                    |
| GK1       |          | 0.866            |                 |                    |
| GK2       |          | 0.836            |                 |                    |
| GK3       |          | 0.886            |                 |                    |
| GK4       |          | 0.854            |                 |                    |
| MK1       |          |                  | 0.831           |                    |
| MK2       |          |                  | 0.872           |                    |
| MK3       |          |                  | 0.889           |                    |
| MK4       |          |                  | 0.883           |                    |
| MK5       |          |                  | 0.897           |                    |
| TI1       |          |                  |                 | 0.899              |
| TI2       |          |                  |                 | 0.772              |
| TI3       |          |                  |                 | 0.877              |
| TI4       |          |                  |                 | 0.867              |
| TI5       |          |                  |                 | 0.865              |

*Source: PLS-SEM data processing results (2025)*

All indicators in the four variables (Workload, Leadership Style, Work Motivation, and Turnover Intention) have loading factor values above 0.70, thus they are declared to meet convergent validity. The most dominant indicators in each variable are BP2 (Workload), GK3 (Leadership Style), MK5 (Work Motivation), and TI1 (Turnover Intention), which indicates that these indicators are the strongest in representing the constructs being measured. Overall, these results indicate that all indicators have been able to measure the research variables consistently and validly. Additionally, an examination of each construct's average variance extracted (AVE) value was done to support the convergent validity test results.

Table 2. Loading Factor Values

| Variables          | Average variance extracted (AVE) | Criteria | Results |
|--------------------|----------------------------------|----------|---------|
| Workload           | 0.651                            | > 0.50   | Valid   |
| Leadership Style   | 0.741                            | > 0.50   | Valid   |
| Work motivation    | 0.765                            | > 0.50   | Valid   |
| Turnover Intention | 0.734                            | > 0.50   | Valid   |

*Source: PLS-SEM data processing results (2025)*

All variables had AVE values above 0.50, thus meeting convergent validity. The variable with the highest explanatory power was Work Motivation (0.765), followed by Leadership Style (0.741), and Turnover Intention (0.734),

while Workload (0.651) still showed a good level of validity. These results indicate that all constructs in the study are valid and suitable for further analysis.

Discriminant validity testing comes next in the outer model analysis once convergent validity has been assessed. Using the heterotrait-monotrait ratio (HTMT) value is one way to evaluate discriminant validity. The model's constructs are deemed to have sufficient differences and discriminant validity if the HTMT score is less than 0.90. The following table displays the findings of this study's heterotrait-monotrait ratio (HTMT) value test.

Table 3. Heterotrait-Monotrait Ratio Values

| Variables          | Workload | Leadership Style | Work motivation | Turnover Intention |
|--------------------|----------|------------------|-----------------|--------------------|
| Workload           |          |                  |                 |                    |
| Leadership Style   | 0.304    |                  |                 |                    |
| Work motivation    | 0.130    | 0.131            |                 |                    |
| Turnover Intention | 0.179    | 0.395            | 0.086           |                    |

Source: PLS-SEM data processing results (2025)

Every heterotrait-monotrait ratio (HTMT) value between constructs fell below the 0.90 cutoff. This shows that there is no measurement overlap and that every variable in the study model has distinct differences. Because each indicator precisely assesses only its intended construct and does not overlap with other constructs, all of the variables in this study have satisfied the requirements for discriminant validity.

The next stage after evaluating the outer model is construct reliability testing. Cronbach's alpha and composite reliability (CR) were the two primary metrics used in this study to assess construct dependability. Cronbach's alpha is used to assess internal consistency between indicators within a construct, with values above 0.70 indicating adequate reliability. The ideal CR value is between 0.70 and 0.95; values below 0.70 indicate low reliability, while values above 0.95 may indicate excessive similarity between redundant indicators (Hair et al., 2019). The following table displays the findings of the Composite Reliability and Cronbach's Alpha tests.

Table 4. Construct Reliability Values

| Variables          | Cronbach's Alpha | Composite Reliability | Criteria | Results  |
|--------------------|------------------|-----------------------|----------|----------|
| Workload           | 0.880            | 0.913                 | > 0.70   | Reliable |
| Leadership Style   | 0.883            | 0.888                 | > 0.70   | Reliable |
| Work motivation    | 0.926            | 0.975                 | > 0.70   | Reliable |
| Turnover Intention | 0.909            | 0.922                 | > 0.70   | Reliable |

Source: PLS-SEM data processing results (2025)

Cronbach's Alpha and Composite Reliability ratings for every variable in this study are more than 0.70. The Workload variable has a Composite Reliability of 0.913 and a Cronbach's Alpha score of 0.880. The Composite Reliability and Cronbach's Alpha values for the Leadership Style variable are 0.888 and 0.883, respectively. With a Composite Reliability of 0.975 and a Cronbach's Alpha of

0.926, the Work Motivation variable gets the highest value. The Composite Reliability and Cronbach's Alpha values for the Turnover Intention variable are 0.922 and 0.909, respectively. Therefore, it can be said that every variable in this study has a high degree of dependability.

### **Structural Model Analysis (Inner Model)**

After completing the outer model analysis, the next step in this study was to evaluate the inner model, or structural model. Testing was conducted using a two-tailed bootstrapping test procedure. This non-parametric method uses a resampling technique to estimate the significance level and path coefficients between constructs (Hair et al., 2019). The Variance Inflation Factor (VIF), R-square, f-square, Q-square, and Q-square predictor were among the important metrics used in this assessment. However, identifying any issues with collinearity between the independent variables is the first stage in inner model analysis. This study model multicollinearity was evaluated using the Variance Inflation Factor (VIF) value.

Table 5. Inner VIF Values

| Variables          | Workload | Leadership Style | Work motivation | Turnover Intention |
|--------------------|----------|------------------|-----------------|--------------------|
| Workload           |          |                  | 1,056           | 1,094              |
| Leadership Style   |          |                  | 1,056           | 1,084              |
| Work motivation    |          |                  |                 | 1,051              |
| Turnover Intention |          |                  |                 |                    |

*Source: PLS-SEM data processing results (2025)*

The Variance Inflation Factor (VIF) value for each variable in the study model is less than 3. The Leadership Style variable on Work Motivation and Turnover Intention has VIF values of 1.056 and 1.084, whereas the Workload variable has VIF values of 1.056 and 1.094, respectively. The VIF value for the Work Motivation variable on Turnover Intention is 1.051. All of these values are far below the threshold of 3, which means the model is free from indications of multicollinearity.

The R-squared ( $R^2$ ) value is used in the second step of the inner model analysis to assess how well the model explains the dependent variable. An improved model's capacity to describe the link between variables is shown by a larger  $R^2$  value, which ranges from 0 to 1. Hair et al. (2019) classify  $R^2$  values as high (substantial) if they are 0.75 or above, moderate if they are between 0.50 and 0.74, and low (weak) if they are between 0.25 and 0.49. The next section displays the findings of the  $R^2$  value computation for this study model.

Table 6. R-Squared Value

| Variables          | R-square |
|--------------------|----------|
| Work motivation    | 0.049    |
| Turnover Intention | 0.219    |

*Source: PLS-SEM data processing results (2025)*

The Work Motivation and Turnover Intention variables have R-square values of 0.049 and 0.219, respectively. Only 4.9% of the variance in the Work Motivation variable can be explained by the Leadership Style and Workload variables, according to the R-square value of 0.049, with additional factors outside the study model influencing the remaining 95.1%. The Turnover Intention variable's R-square value is 0.219, meaning that the Leadership Style, Workload, and Work Motivation variables together can account for 21.9% of the variation in the variable, with other factors outside the research model accounting for the remaining 78.1%. This number falls within the category of low (weak).

The f-squared ( $f^2$ ) value is one of the metrics used in the inner model analysis stage to evaluate each independent variable's predictive contribution to the dependent variable. Hair et al. (2019) state that a modest influence is represented by a  $f^2$  value less than 0.02, a medium effect by a value between 0.02 and 0.15, and a big effect by a value over 0.15. The f-squared ( $f^2$ ) test findings for this investigation are as follows.

Table 7. F-Squared Value

| <b>Variables</b>   | <b>Workload</b> | <b>Leadership Style</b> | <b>Work motivation</b> | <b>Turnover Intention</b> |
|--------------------|-----------------|-------------------------|------------------------|---------------------------|
| Workload           |                 |                         | 0.036                  | 0.109                     |
| Leadership Style   |                 |                         | 0.027                  | 0.226                     |
| Work motivation    |                 |                         |                        | 0.001                     |
| Turnover Intention |                 |                         |                        |                           |

*Source: PLS-SEM data processing results (2025)*

The  $f^2$  value between Workload and Work Motivation is 0.036, which is included in the medium effect category. The  $f^2$  value between Leadership Style and Work Motivation is 0.027, which is also classified as a medium effect. The  $f^2$  value between Workload and Turnover Intention is 0.109, which indicates a medium effect. The Leadership Style variable on Turnover Intention has an  $f^2$  value of 0.226, which is included in the large effect category. The  $f^2$  value between Work Motivation and Turnover Intention is 0.001, which indicates a very small effect. Overall, Leadership Style has the strongest influence on Turnover Intention.

The Q-squared ( $Q^2$ ) value is then tested to evaluate the predictive power of the model. Generally speaking, the model's predictive ability is classified as low (small predictive relevance) if the  $Q^2$  value is less than 0.25, medium predictive relevance if it is between 0.25 and 0.50, and high predictive relevance if it is greater than 0.50. In order to evaluate the predicted consistency of the model experimentally, the  $Q^2$  value was calculated in this study using a blindfolding procedure that mimics out-of-sample settings.

Table 8. Comparison of Q-Squared Values with Q-Square Prediction

| Variables          | Q-Square | Q-Square Prediction |
|--------------------|----------|---------------------|
| Work motivation    | 0.031    | 0.021               |
| Turnover Intention | 0.150    | 0.186               |

*Source: PLS-SEM data processing results (2025)*

The model's poor predictive power for the Work Motivation variable is indicated by the  $Q^2$  and  $Q^2_{\text{predict}}$  values ( $Q^2 = 0.031$ ;  $Q^2_{\text{predict}} = 0.021$ ). As a result, the effect of Leadership Style and Workload in predicting work motivation is still restricted, but the model is still stable. Meanwhile, the Turnover Intention variable has moderate predictive ability ( $Q^2 = 0.150$ ;  $Q^2_{\text{predict}} = 0.186$ ), which indicates that the combination of Leadership Style, Workload, and Work Motivation is quite good in predicting turnover intention. In addition, the PLS model shows better predictive accuracy than the linear model based on the RMSE comparison, so the model is considered feasible and appropriate for use in explaining and predicting employee behavior.

Table 9. Q - Square Values of Predicted Indicators

| Indicator | PLS-SEM_RMSE | LM_RMSE | PLS vs LM |
|-----------|--------------|---------|-----------|
| MK1       | 0.858        | 0.867   | Smaller   |
| MK2       | 0.882        | 0.907   | Smaller   |
| MK3       | 0.863        | 0.87    | Smaller   |
| MK4       | 0.977        | 0.992   | Smaller   |
| MK5       | 1,012        | 1,026   | Smaller   |
| TI1       | 1,132        | 1,143   | Smaller   |
| TI2       | 1,046        | 1,064   | Smaller   |
| TI3       | 1,091        | 1,087   | Bigger    |
| TI4       | 1,205        | 1,239   | Smaller   |
| TI5       | 1,158        | 1,186   | Smaller   |

*Source: PLS-SEM data processing results (2025)*

Most indicators show a smaller RMSE value for the PLS-SEM model than for the linear model, thus the predictive ability of the PLS-SEM model is considered better. All indicators in the Work Motivation construct consistently demonstrate the superiority of PLS-SEM in predictive accuracy. In the Turnover Intention construct, almost all indicators also show similar results, except for one indicator that is slightly higher. Overall, the PLS-SEM model has good predictive relevance and is more accurate in explaining variations in Work Motivation and Turnover Intention.

Testing hypotheses to determine the importance of the linkages between constructs in the structural model comes after the research model has undergone a comprehensive assessment of the outer and inner models. The t-statistic value is compared to the t-table value of 1.96 at a significance level (p-value) of 0.05 in order to conduct this test (Ghozali & Latan, 2020). The link between the variables is deemed significant if the t-statistic value is higher than 1.96 and the p-value is

lower than 0.05. On the other hand, the link between the variables is deemed negligible if the t-statistic value is less than 1.96 and the p-value is more than 0.05.

Table 10. Results of Direct Influence

| Hypothesis | Variables                                                               | Coefficient | T statistics | P values | Results          |
|------------|-------------------------------------------------------------------------|-------------|--------------|----------|------------------|
| H1         | Work<br>Motivation<br>Leadership<br>Style →                             | 0.164       | 2,347        | 0.019    | Supported        |
| H2         | Workload<br>→ Work<br>Motivation<br>Turnover                            | -0.190      | 2,183        | 0.029    | Supported        |
| H3         | Intention<br>Leadership<br>Style →                                      | -0.438      | 7,727        | 0.000    | Supported        |
| H4         | Workload<br>→<br>Turnover<br>Intention                                  | 0.305       | 4.145        | 0.000    | Supported        |
| H5         | Work<br>Motivation<br>→<br>Turnover<br>Intention<br>Leadership<br>Style | 0.026       | 0.382        | 0.702    | Not<br>Supported |
| H6         | →Work<br>Motivation<br>→<br>Turnover<br>Intention<br>Workload<br>→ Work | 0.004       | 0.344        | 0.731    | Not<br>Supported |
| H7         | Motivation<br>→<br>Turnover<br>Intention                                | -0.005      | 0.337        | 0.736    | Not<br>Supported |

Source: PLS-SEM data processing results (2025)

## DISCUSSION

### *The Influence of Leadership Style on Work Motivation*

With a t-statistic of 2.347 and a p-value of 0.019, the Partial Least Squares Structural Equation Modeling (PLS-SEM) study yielded a coefficient value of 0.164. Given that the p-value is less than 0.05 and the t-statistic is more than 1.96, it can be said that work motivation is significantly impacted by leadership style. The first hypothesis is thus accepted. These findings support the crucial role that leadership plays in encouraging zeal, accountability, and work commitment in a

hospital setting with high work dynamics by showing that employees' work motivation increases with the effectiveness of the leadership style employed by Husada Hospital's executives. Leadership that is able to provide direction, guidance, and appreciation to subordinates will foster a sense of belonging and encourage work enthusiasm, especially through a participatory and supportive style that increases trust and psychological satisfaction. When employees feel appreciated and involved in decision-making, they will have stronger intrinsic motivation, in line with Self-Determination. The theory and concept of Job Demands–Resources explain that leader support is a crucial job resource in reducing work demands. These results align with research by Xu et al. (2022), Mangara et al. (2022), Sarlia et al. (2021), and Erfiani et al. (2022), but differ from the findings of Hermanto et al. (2024) due to differences in organizational characteristics. Practically, these findings confirm that leadership remains a strategic key in shaping the motivation and commitment of healthcare workers at Husada Hospital.

### ***The Influence of Workload on Work Motivation***

With a coefficient value of -0.190, a t-statistic of 2.183, and a p-value of 0.029, the study results demonstrate that workload significantly affects work motivation. The second hypothesis is supported as the p-value is less than 0.05 and the t-statistic value is larger than 1.96. A negative coefficient value shows that employees' inherent desire to succeed can be diminished by excessive work pressure, both in terms of the quantity of tasks, responsibilities, and intensity of work time. The higher the perceived workload, the lower the employees' work motivation. In the context of Husada Hospital, a work environment with a fast rhythm, high service demands, and diverse patient conditions has the potential to cause physical and emotional exhaustion, which reduces work enthusiasm due to stress, fatigue, and life-work imbalance. When demands continuously exceed capacity, adaptive ability and intrinsic motivation will decrease, in accordance with the Job Demands–Resources theory (Bakker & Demerouti, 2017) which explains that high job demands without adequate job resources will drain energy and inhibit motivation. This condition can lead to boredom, reduced concern for work results, and the risk of burnout, making proportional workload management crucial for maintaining healthcare worker productivity. This finding is consistent with research by Lubis et al. (2022), Hafni et al. (2022), and Jumawan et al. (2024), but not in line with Makrufah et al. (2024) and Ningsih (2017) due to variations in job characteristics, compensation, and social support. In the context of Husada Hospital, these results emphasize that workload balance is a major determinant of work motivation for medical and non-medical personnel to maintain the quality of healthcare services.

### ***The Influence of Leadership Style on Turnover Intention***

A coefficient value of -0.438, a t-statistic of 7.727, and a p-value of 0.000 were obtained from the Partial Least Squares Structural Equation Modeling (PLS-SEM) study. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, it can be said that turnover intention is significantly and

negatively impacted by leadership style. Consequently, the third theory is approved. The negative coefficient value suggests that workers' propensity to quit their employment decreases with the effectiveness of Husada Hospital's leadership style. These results emphasize the important role of leadership in creating a conducive work climate, a sense of psychological security, and emotional attachment between superiors and subordinates, which ultimately can suppress employee intentions to leave jobs. This significant influence can be explained by the role of leadership in building healthy interpersonal relationships and providing clarity of work direction for employees. In the hospital context, a communicative, empathetic, and supportive leadership style can foster trust and loyalty, especially among medical personnel who often face high pressure in their work. Leaders who actively provide support, guidance, and recognition will create a sense of appreciation and increase employees' emotional attachment to the organization. Conversely, an authoritarian and less responsive leadership style can create psychological distance between leaders and subordinates, thus encouraging employees to seek a work environment that better values their contributions. Thus, positive leadership quality is a strategic factor in reducing turnover intention at Husada Hospital. This finding is in line with research by Naseer et al. (2017), Pattali et al. (2024), and Jumawan et al. (2024), which shows that leadership style has a significant influence on turnover intention. Research by Azhari (2024) also supports this finding, stating that an effective leadership style can reduce employee intention to leave because it increases feelings of involvement and job satisfaction. However, this result is inconsistent with research by Smama'h et al. (2023), which found that leadership style has no effect on turnover intention because other variables such as motivation and organizational support more dominantly influence employees' decisions to stay. In the context of Husada Hospital, these results indicate that leadership effectiveness is a central aspect in maintaining workforce stability and reducing turnover rates, especially in a work environment that relies heavily on the competence and loyalty of healthcare workers. Theoretically, these findings are consistent with the Job Demands–Resources (JD–R) framework, which positions leadership support as a crucial job resource that strengthens engagement and reduces turnover pressure; also in line with Social Exchange Theory, which states that leadership attention and appreciation trigger reciprocal commitment from employees; and supports the transformational leadership literature, which emphasizes that inspiring leaders who pay attention to individual needs can increase organizational identification and reduce turnover intention. The practical implication is that leadership capability-enhancing interventions ( coaching, communication, recognition programs ) can be an effective strategy for retaining healthcare workers in hospitals.

### ***The Effect of Workload on Turnover Intention***

With a coefficient value of 0.305, a t-statistic of 4.145, and a p-value of 0.000, the study findings demonstrate that workload has a positive and substantial impact on turnover intention, supporting the fourth hypothesis. Because high work intensity, time pressure, and patient service demands

increase fatigue and stress, which in turn triggers the desire to seek a more balanced work environment, this positive coefficient value shows that employees are more likely to quit their jobs the more workload they perceive. This significant effect indicates that excessive workload can reduce psychological well-being, trigger burnout, decreased motivation, and decreased organizational attachment, thereby strengthening turnover intentions, especially in hospital shift work systems that demand high responsibility for patient safety. This finding is consistent with research by Junaidi et al. (2020), Ayunah and Solihin (2023), and Wikaningtyas et al. (2023), but differs from Lantican (2021) and Makrufah et al. (2024) due to the presence of mediating factors such as job satisfaction and organizational culture. Theoretically, these results are relevant to the Job Demands-Resources Model (Bakker & Demerouti, 2017) which explains that high job demands without adequate job resources result in fatigue and accelerate the emergence of turnover intention, so that workload management is a crucial factor in retaining professional workers in the health sector.

#### ***The Influence of Work Motivation on Turnover Intention***

Partial Least Squares Structural Equation Modeling (PLS-SEM) study yielded a coefficient value of 0.026 with a t-statistic of 0.382 and a p-value of 0.702. Consequently, the fifth hypothesis is disproved and it can be said that work motivation has no discernible impact on turnover intention. This finding indicates that the level of work motivation possessed by Husada Hospital employees does not directly influence the tendency to leave their jobs, because high work morale does not necessarily reduce turnover intentions if employees face psychological pressure or excessive workload. This insignificance reflects that employee motivational drives are formed in work conditions that have high pressure and great demands on patient safety, so that motivation functions more as a short-term morale boost than as a long-term retentive force. In such conditions, intrinsic work motivation becomes insufficient to withstand turnover intentions if it is not balanced by consistent organizational support, so the effect of motivation becomes insignificant because employees consider structural factors and real well-being more than psychological morale. This finding is inconsistent with research by Xu et al. (2022), Wikaningtyas et al. (2023), and Xiaolin Sun et al. (2024), but in line with Hermanto et al. (2024) and Makrufah et al. (2024), and strengthens the Job Demands-Resources (JD-R) perspective that motivation is ineffective when job demands are high and job resources are low.

#### ***The Influence of Leadership Style on Turnover Intention through Work Motivation***

The sixth hypothesis is rejected because the indirect effect of Leadership Style on Turnover Intention through Work Motivation has a coefficient value of 0.004 with a t-statistic of 0.344 and a p-value of 0.731, according to the path analysis results. These findings show that work motivation cannot function as a mediating factor in the link between leadership style and turnover intention, suggesting that leadership has a direct impact on turnover intention independent

of an increase in employee work motivation. The insignificance of this mediation role indicates that the relationship is more determined by the emotional and social influence of leadership behavior, because fair, communicative, and empathetic leaders can foster a sense of security, appreciation, and loyalty without having to go through changes in motivation levels. The characteristics of high-intensity work in hospitals cause fluctuating motivational dynamics, so that leadership becomes a more stable determinant in influencing the decision to stay or move. This finding is in line with Hermanto et al. (2024), but different from Xu et al. (2022) and Tecolalu et al. (2022). Theoretically, these results can be explained through the perspective of Affective Events Theory, which emphasizes that emotional experiences in interactions with leaders directly contribute to employee attitudes and behaviors. Therefore, an effective leadership style functions to suppress turnover intention without the mediating role of motivation.

### ***The Influence of Workload on Turnover Intention through Work Motivation***

The indirect impact of workload on turnover intention through work motivation has a coefficient value of -0.005 with a t-statistic of 0.337 and a p-value of 0.736, according to the path analysis results. The impact is deemed unimportant as the p-value is higher than 0.05 and the t-statistic value is less than 1.96. The seventh hypothesis is therefore disproved. These findings suggest that the association between workload and turnover intention cannot be mediated by work motivation. This indicates that whereas workload directly and significantly affects turnover intention, the work motivation channel does not transfer this impact. The insignificance of this mediating role illustrates that in the context of hospital work, the effect of workload on turnover intentions is more physiological and emotional than psychological. This phenomenon also indicates that in a high-intensity work environment such as Husada Hospital, the mechanism of motivational influence is limited. This conclusion is consistent with study by Makrufah et al. (2024), which found that the impact of workload on turnover intention cannot be mediated by work motivation. Theoretically, this finding is consistent with the Job Demands–Resources framework (Bakker & Demerouti, 2017) which explains that high job demands directly drain employee resources and encourage turnover intentions when job resources (e.g., organizational support, rest, compensation) are inadequate, so that intrinsic motivation is not enough to be an effective mediator in the context of high-intensity healthcare services.

## **CONCLUSIONS AND RECOMMENDATIONS**

Leadership Style has a significant impact on Work Motivation and Turnover Intention, where effective, communicative, and supportive leadership increases work motivation and suppresses turnover intentions, according to the findings of the analysis of the influence of Leadership Style, Workload, Work Motivation, and Turnover Intention on Husada Hospital employees. Workload has a negative impact on work motivation and a positive impact on turnover intention, meaning that a heavy workload lowers job excitement and raises

employees' propensity to quit the company. Leadership style and workload have a direct impact on turnover intention, as evidenced by the fact that work motivation has no discernible effect on turnover intention and does not function as a mediator in this connection. While the f-squared value demonstrates that workload has a modest impact on work motivation and turnover intention and leadership style has a significant impact on turnover intention, the R-squared value shows that the model's capacity to explain the dependent variable is comparatively low. Furthermore, the Q-squared and Q-squared predict values indicate that the model has quite good predictive ability, with PLS-SEM performing better than the linear model, especially in predicting Work Motivation and Turnover Intention. Overall, Leadership Style and Workload are the main determinants in influencing employee motivation and turnover intention at Husada Hospital, while work motivation is secondary in the context of turnover prediction.

## ADVANCED RESEARCH

This study implies that the management of Husada Hospital needs to prioritize improving leadership style and workload management because both significantly influence turnover intention, while work motivation has not been proven to play a direct role. Strengthening supportive leadership, evaluating workload and shift systems, and providing employee welfare support are important strategies to reduce turnover intention and increase healthcare worker retention. Furthermore, future research is recommended to expand the research location and population, use a longitudinal design, and incorporate qualitative methods to capture psychological and social nuances. Furthermore, it is anticipated that the model will be strengthened and a more thorough understanding of the factors influencing turnover intention will result from the addition of new variables like work stress, job satisfaction, employee engagement, or organizational culture. This will also yield more useful strategic recommendations for hospital management.

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