



The Influence of Work Motivation, Leadership Style, and Organizational Citizenship Behavior on Nurses' Turnover Intention at Mitra Jambi Hospital

Febrian Tan Jaya^{1*}, Rokiah Kusumapradja², Intan Silviana Mustikawati³

^{1,2,3}Department of Hospital Administration, Universitas Esa Unggul, Jakarta, Indonesia

Email: febriantanjaya@student.esaunggul.ac.id, febriantanjaya@gmail.com,
rokiah.kusumapradja@esaunggul.ac.id, intansilviana@esaunggul.ac.id

Alamat: Jl. Arjuna Utara No.9, Duri Kepa, Kec. Kb. Jeruk, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11510

Korespondensi penulis: febriantanjaya@student.esaunggul.ac.id *

Abstract: Background: Nurse turnover intention is a significant problem for hospitals, including RS Mitra Jambi, as it can affect operational stability and the quality of healthcare services. A decrease in the number of experienced nurses can negatively impact the effectiveness of hospital services. Therefore, it is important to understand the factors influencing turnover intention, such as work motivation, leadership style, and Organizational Citizenship Behavior (OCB) culture. Objective: This study aimed to analyze the effect of work motivation, leadership style, and OCB culture on nurse turnover intention at RS Mitra Jambi. Methods: This research uses a quantitative method with a survey approach. Data were collected through questionnaires distributed to nurses at RS Mitra Jambi. Data analysis was conducted using multiple linear regression to test the relationships between independent variables (work motivation, leadership style, OCB culture) and the dependent variable (turnover intention). Results: Work motivation, leadership style, and OCB culture simultaneously have a significant effect on turnover intention ($p < 0.05$). Work motivation, leadership style, and a positive OCB culture have a significant negative effect on turnover intention ($p < 0.05$). Conclusion: Work motivation, transformational leadership style, and OCB culture significantly influence nurse turnover intention at RS Mitra Jambi. The results of this study provide guidance for hospital management to develop strategies for enhancing work motivation, implementing transformational leadership styles, and strengthening OCB culture to improve nurse retention.

Keywords: Work Motivation, Leadership Style, OCB, Turnover Intention, Nurses, Healthcare Management.

1. INTRODUCTION

High employee turnover rates have both direct and indirect negative economic impacts on the healthcare sector (Hayes et al., 2012; Xiaoming et al., 2014; Zhao et al., 2018). Direct costs are generally related to recruiting new staff, such as advertising costs and other recruitment methods. Indirect costs arise from the initial decline in productivity of newly joined staff, as well as lower group cohesion and morale. Although these issues may not be immediately visible, they can severely impact the operational functioning of a unit or organization. Indirect costs also contribute to creating a "vicious cycle," where increased workloads and lower morale among remaining employees heighten the likelihood of further turnover (Dall'Orta et al., 2020; Magbity et al., 2020).

Turnover is defined as the ratio of the number of members who leave an organization during a specific period to the average number of people in the organization during that period (Price, 1977). Workforce turnover is a normal process in every human resource-based sector. Turnover in companies is not always associated with negative

processes and can even be beneficial in certain cases, for example, allowing an organization to select new employees who are better able to meet job demands or overcome specific challenges (Zaheer et al., 2019). Nonetheless, workforce turnover remains a major concern for companies, particularly in cases where there is a shortage of labor in specialized fields that are difficult to replace. This condition frequently occurs in healthcare systems worldwide (Rouleau et al., 2012).

High turnover rates also have a negative impact on patient welfare. For instance, high nurse turnover is associated with worsening nurse mental health and increased rates of resident infections and hospitalizations. There is also the potential for increased medical errors due to the turnover of new nurses, such as medication errors, patient falls, and side effects (Kelly et al., 2021; Warden et al., 2021). In Indonesia, the turnover rate of nurses in private hospitals is quite high, exceeding 10% annually (above the normal threshold). This indicates that hospital management is facing issues, particularly in the field of nursing human resources. Coupled with the predicted growth of the hospital industry in Indonesia, the issue of medical personnel turnover will become more severe if not carefully addressed, especially without improving the quality and quantity of human resources in the health sector (Lukman et al., 2020).

Turnover intention is a key predictor of turnover behavior, defined as the positive intention to leave an organization by contemplating departure (Mobley, Horner & Hollingsworth, 1978). Employees' tendency and desire to quit their jobs or professions have a predictive effect on actual turnover behavior. Understanding the mechanisms of turnover intention can contribute to reducing actual turnover rates and encouraging the implementation of strategies to prevent excessive human resource losses (Chen et al., 2022). Research conducted by Smokrovic and colleagues (2022) highlights the importance of motivation in nurse turnover intention at major referral hospitals (Smokrović et al., 2022). Work motivation, in general, is a force that drives individuals to take certain actions, resulting from the interaction between internal drives and external environmental influences (Hauser, 2014). Individual motivation is deeply rooted in Self Determination Theory (SDT), a widely accepted theory applied in various fields (education, healthcare, sports), including organizational management (Gagné & Deci, 2005). SDT focuses on the distinction between autonomous motivation and controlled motivation. Controlled motivation is influenced by extrinsic regulation (social and material) and introjected regulation, while autonomous motivation is influenced by identified regulation and intrinsic goals. To date, professional motivation in nursing has rarely been analyzed as a

separate factor but has instead been analyzed through or within other factors (Niskala et al., 2020). Nevertheless, the role of motivation or lack thereof cannot be stated as the sole cause of turnover intention. Other studies in China have also focused more on the influence of single psychosocial factors on medical staff's turnover intentions. Given that turnover intentions can be influenced by various psychosocial factors, an in-depth examination of the mechanisms behind turnover intentions is necessary to enable more effective interventions to address this issue among medical staff (Dai & Ma, 2021).

Some previous literature highlights several frequently studied and significant factors influencing nurse turnover intention, one of which is the leadership style of more senior nurses or nurse managers, doctors, and hospital directors (Alkarabsheh et al., 2022; Magbity et al., 2020). Magbity, Ofei, and Wilson (2020) stated that transformational leadership style reduces nurse turnover intention, while laissez-faire leadership style increases it. In their study, the leadership style of nurse managers was highlighted as a determinant of nurse turnover intention (Magbity et al., 2020a). In terms of transactional leadership, Naseer et al. showed that this leadership style has a positive relationship with turnover intention (Naseer et al., 2017). It is undeniable that leadership styles and turnover intentions in the nursing sector vary between countries due to several environmental and cultural factors (Magbity et al., 2020a). In the nursing sector, a busy and stressful work culture, heavy workloads, and poor leadership can be considered major factors that increase nurse turnover intention (Majeed & Jamshed, 2021).

In addition to nurse motivation and leadership style in organizations, Manoppo (2020) emphasizes the importance of highlighting the effects of organizational citizenship behavior (OCB) on turnover intention (Manoppo, 2020). Turnover intention can occur due to low OCB or extra-roles (Fishbein, 1967). OCB is defined as "actions taken by organizational members that exceed formal job requirements," so in this case, low nurse OCB can influence the desire to leave and move to other institutions (Greenberg & Baron, 2003). In some literature, OCB is associated with the direct effects of leadership style (Manoppo, 2020; Susanti & Rita, 2020). Transformational leadership style, in particular, addresses the need for self-development, changes awareness of existing issues by helping followers view old problems in new ways, and motivates and inspires followers to work hard to achieve shared goals within the organization (Judge & Robbins, 2009). The transformational process can be seen through several leader behaviors (additional roles) such as ideal influence, intellectual stimulation, and individualized consideration. If

transformational leadership style is applied in an organization or company, OCB will directly emerge (Jha & Jha, 2010).

Mitra Jambi Hospital is a Class C private general hospital established in 2017, with a building area of 46,000 m², a land area of 28,000 m², a four-story building, and was fully accredited in 2022. Mitra Jambi Hospital serves general patients, insurance, companies, and BPJS. Mitra Jambi Hospital is located at Jalan Jend. Basuki Rahmat No.77, RT.07, Paal Lima, Kec. Kota Baru, Kota Jambi, Jambi 36129. Mitra Jambi Hospital is strategically located near the Jambi Mayor's Office and is often used as a car-free day area for the people of Jambi City.

Mitra Jambi Hospital has outpatient, inpatient, emergency facilities, and various diagnostic support facilities (conventional X-ray and ultrasonography examinations). Specifically, Mitra Jambi Hospital's inpatient facilities have 101 beds divided into the Intensive Care Unit (ICU), Perinatology, general inpatient class (Anyelir), obstetric inpatient class (Anggrek), and intermediate rooms (observation rooms). The distribution of pediatric, internal medicine, and neurosurgery patients significantly contributed to the top 10 diseases in the inpatient unit throughout 2023. The average Bed Occupancy Rate (BOR) ranged from 25% to 48% from January to December 2023. Currently, Mitra Jambi Hospital has 61 nurses, with 20 nurses working in the Anyelir inpatient room, which also has a head nurse and a doctor as a case manager. This room has the highest turnover and turnover intention rates at Mitra Jambi Hospital. One nurse and 12 midwives work in the Anggrek inpatient unit. The Anggrek room is an obstetric and perinatology room often used as an example of good service from the perspective and opinion of management, doctors, and patients. The ICU at Mitra Hospital has seven nurses on duty with a capacity of five beds and two ventilators. Not many issues can be found in the ICU because it is a restricted area.

In 2022, Mitra Jambi Hospital faced a situation where 15 nurses chose to end their employment. Then in the following year, 15 nurses also left their jobs. This resulted in a nurse turnover rate of 24.5% per year at Mitra Jambi Hospital. The high turnover rate at Mitra Jambi Hospital significantly affects nursing care, leading to complaints from doctors and patients regarding the quality of nursing care. Replacing new nurses takes time for orientation, adaptation, and adjustment to nursing care standards and non-nursing services. To address the gap in nurse experience according to the standards desired by Mitra Jambi Hospital, management conveyed the need to analyze turnover intention among nurses at Mitra Jambi Hospital to anticipate a decline in the quality of nursing care.

A preliminary study was conducted on 10 nurses at Mitra Jambi Hospital, including eight nurses on duty in the inpatient unit and two nurses in the emergency unit. The preliminary study was conducted through a questionnaire to assess nurses' views on turnover intention in their current jobs. The turnover intention rate was found to be 80%. This is far above the standard turnover intention rate of 10%. These nurses have thoughts and intentions to switch jobs to other places. Sixty percent of nurses have high work motivation, but financial issues, recognition from others, fear of punishment if work goals are not met, and lack of enthusiasm for new tasks are problems that can lower motivation among nurses at Mitra Jambi Hospital. This aligns with observations where there is a lack of initiative and strong desire among nurses to provide extra services. Based on information obtained from interviews with nurses, during off-duty hours, when they should be off, nurses can be called in if needed. This also lowers work motivation. Seventy percent of nurses reported that transactional leadership style is most often demonstrated by direct superiors and top management at Mitra Jambi Hospital. Leaders with a transactional leadership style rely on rewards and punishments as a way to achieve targets from subordinates. This leadership style is task-oriented but lacks in motivating subordinates. It was observed during interviews with the human resources department (head of HR) that department heads are directly appointed by the Director without a selection process to meet qualifications and competencies, resulting in many leaders who are unprepared to fulfill their functions. Eighty percent of staff have a low OCB culture in their daily nursing care practices at Mitra Jambi Hospital. The dominant culture of sportsmanship, conscientiousness, and civic virtue appears low. This is consistent with the observation that nurses lack enthusiasm for tasks outside routine duties and the majority complain when doing additional work.

This study is necessary due to the need to address the high actual and turnover intention rates among nurses at Mitra Jambi Hospital. By analyzing work motivation, leadership style, and OCB culture, this research aims to analyze the simultaneous role of these three variables on turnover intention at Mitra Jambi Hospital. The study is expected to provide solutions to reduce turnover intention at Mitra Jambi Hospital.

2. METHODOLOGY

This research is a cross-sectional observational study using a questionnaire. Data collection was conducted through an online survey distributed to all nurses at Mitra Jambi Hospital. Data was collected over two weeks. Before the survey, participants were given a consent form. Respondents could withdraw from the survey at any time without providing a reason, and no personal data was collected. Out of 61 nurses, 53 nurses (86%) completed the questionnaire fully and were included in the analysis. Ethical approval for this study was granted by the Ethics Committee, Esa Unggul University.

The data collected through the online form consisted of 34 questions. The questionnaire covered four variables using a Likert scale instrument (ranging from 1-4), where the lowest score indicated strong disagreement and the highest score indicated strong agreement: (a) turnover intention (6 items), (b) work motivation (12 items), (c) leadership style (6 items), and (d) Organizational Citizenship Behavior (10 items).

Turnover intention is defined as "the (subjective) probability that a person will change jobs within a certain period" and is a direct precursor to actual turnover. Various literature examines the relationship between turnover intention and actual turnover. Actual intention and intention to leave have been measured separately; however, actual turnover is expected to increase as intention increases. Different study results provide support for the high significance of turnover intention in investigating individual turnover behavior (Dai & Ma, 2021; Skelton et al., 2020; Warden et al., 2021). The indicators of turnover intention are evaluation or thought, intention, and choice.

Work motivation is generally defined as a psychological process that determines (or energizes) the direction, intensity, and persistence of actions in the continuous stream of experience that characterizes a person in relation to their job (Kanfer et al., 2017). The dimensions assessed in work motivation are autonomous motivation and controlled motivation. Controlled motivation is influenced by extrinsic regulation and introjected regulation, while autonomous motivation is influenced by identified regulation and intrinsic goals.

According to Bass (1988), leadership style is a way a leader exhibits a characteristic attitude to influence their employees in achieving organizational goals (Bass & Bass, 2008). The leadership styles evaluated in this study are transformational, transactional, and laissez-faire leadership styles.

Organizational Citizenship Behavior (OCB) is voluntary behavior that is not formally required or rewarded in one's job role but contributes positively to organizational performance (Organ, 1988). The dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

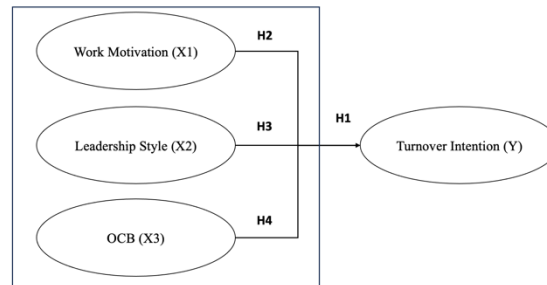


Figure 1. Conceptual Framework

Based on Figure 1, it is known that there are a total of four research hypotheses that will be empirically tested by researchers on nurses regarding work motivation, leadership style, and OCB culture on their turnover intention at RS Mitra Jambi. From the figure, it can be understood that work motivation, leadership style, and OCB culture are independent variables, while turnover intention is the dependent variable.

Data Analysis

The ability to predict and explain is necessary in this research to assess the relationship between variables. In this study, these capabilities can be facilitated using multiple linear regression analysis methods. The use of regression analysis aims to measure the extent to which independent variables can influence the dependent variable. If there is only one independent variable and one dependent variable, the regression is called simple linear regression (Juliandi, Irfan, & Manurung, 2014). Conversely, when there is more than one independent or dependent variable, the term used is multiple linear regression. The multiple linear regression model involves more than one independent variable, and the analysis is conducted to identify to what extent and in what direction the independent variables affect the dependent variable (Ghozali, 2018). Several assumptions must be met in conducting multiple linear regression tests: linear relationship, independence among independent variables, normality, homoscedasticity, no autocorrelation, no heteroscedasticity, no outliers, and counters (Cohen, 2003).

In this study, the dependent variable, turnover intention, will be predicted by several independent variables (work motivation, leadership style, and OCB culture). The hypothesized equation in the study is:

$$Y = \beta_0 + \beta_1 X_1 + \dots + \beta_n X_n + \varepsilon$$

Where,

- Y = the predicted value of the dependent variable
- β_0 = the y-intercept (the value of Y , when the other parameters/independent variables are 0)
- $\beta_1 X_1$ = the regression coefficient for the first independent variable (the effect on the predicted value of Y when the value of the first independent variable changes)
- $\beta_n X_n$ = the regression coefficient for the last independent variable
- ε = error in the model (the amount of variation in the model's estimation of Y)

3. RESULTS

Respondent Characteristics

Based on Table 1, most nurses at RS Mitra Jambi are female (86.8%). The average age of respondents at the time of the survey was 31.4 ± 5.5 years, with the youngest being 22 years old and the oldest being 43 years old. By age group, most respondents fall into the 20-30-year age range (50.9%), and the majority live within the city (79.2%).

The area of assignment in the survey is predominantly inpatient (45.3%), followed by the emergency department and outpatient services (each 15.1%), ICU (13.2%), and operating rooms (11.3%). More than half of the respondents have a diploma (62.3%) and are permanent employees (52.8%). 41.5% of respondents have worked for more than five years, 34% have worked for 1 to 5 years, and 24.5% have worked for less than one year.

Table 1. Respondents Characteristics

Characteristics	Frequency	%
Sex		
Male	7	13.2
Female	46	86.8
Total	53	100
Age (Mean±SD;Min-Max) [Year]		
20-30	27	50.9
31-40	23	43.4
>40	3	5.7
Total	53	100
Residency		
Within the city	42	79.2
Outside the city	11	20.8
Total	53	100
Working Station		
Emergency Unit	8	15.1
Operating room	6	11.3
Inpatient and delivery room	24	45.3
Outpatient	8	15.1
Total	53	100
Education		
Diploma 3	33	62.3
Bachelor Degree	20	37.7
Total	53	100
Working Experience		
<1 year	13	24.5
1-5 year	18	34.0
>5 year	22	41.5
Total	53	100
Employee Status		
Contract	25	47.2
Permanent	28	52.8
Total	53	100

Validity and Reliability

Validity testing in this study is an initial stage of analysis. Validity testing determines how accurately a measuring tool performs its intended function. An instrument is considered valid if it measures what the researcher wants to measure. Validity testing of the research instrument was conducted on 30 nurse respondents at RS Erni Medika, which has similar respondent characteristics and hospital classification as RS Mitra Jambi. The validity test in this study was performed using Pearson Product Moment correlation analysis. The measurement method calculates the correlation between each questionnaire

item and the total questionnaire score. The questionnaire item is considered valid if the calculated r -value $>$ table r value or the sig value $<$ 0.05.

Based on Table 2, 34 items of questions representing turnover intention (6), work motivation (12), leadership style (6), and Organizational Culture Behavior (10) all have r values $>$ table r values and significance values $<$ 0.05. This result indicates that the 34 items on the questionnaire are valid for measuring the intended variables.

In the subsequent stage, internal model consistency was assessed. The test results show that all constructs have a Cronbach's alpha value greater than 0.8. The alpha value indicates that the model constructs have good consistency and reliability and are acceptable. The reliability results of the study show that all latent variables are consistent.

Table 2. Validity and Reliability Analysis

Variable	Questions	r	P	Cronbach alpha
Turnover Intention	I often think about leaving Mitra Jambi hospital	0.870	<0,05	0,914
	I often imagine what I would do if I left Mitra Jambi hospital.	0.719	<0,05	
	I intend to look for a new job in the coming year.	0.881	<0,05	
	I often check for new job openings elsewhere.	0.857	<0,05	
	If I were patiently waiting for another opportunity, I would not work at Mitra Jambi hospital.	0.878	<0,05	
	If two hospitals accepted me, I would choose the other hospital	0.843	<0,05	
Work Motivation	I always want to know more about how things work at my workplace and enjoy exploring new ideas.	0.729	<0,05	0,940
	I feel enthusiastic and motivated to complete tasks that involve new learning and challenges.	0.873	<0,05	
	When I complete a task well, I feel satisfied with my achievements and feel successful.	0.821	<0,05	
	I work hard because I fear negative consequences or punishment if I do not achieve my work goals.	0.815	<0,05	

	Financial rewards and recognition from others are major factors that drive me to perform my job tasks.	0.489	<0,05	
	I need to meet others' expectations and maintain a positive image, so I work hard to avoid disappointing them.	0.728	<0,05	
	My motivation comes from a desire to maintain self-esteem and avoid feelings of guilt so I perform well.	0.909	<0,05	
	I recognize that my work has meaning and relevance, which drives me to work diligently.	0.924	<0,05	
	I acknowledge the organization's values and goals, which motivates me to contribute meaningfully.	0.884	<0,05	
	My work aligns with my values, which motivates me to give my best.	0.787	<0,05	
	I fully adopt the organization's goals as part of my personal identity and values, which motivates me to contribute fully.	0.844	<0,05	
	My work meets my personal needs and aspirations, and that is a significant factor motivating me to perform well.	0.626	<0,05	
	I believe that the leaders of this hospital have a clear vision for the team's future.	0.676	<0,05	
	I feel that this hospital's leaders can inspire team members.	0.658	<0,05	
Leadership Style	The leaders of this hospital tend to use rewards or recognition to motivate their team.	0.752	<0,05	0,816
	The leaders of this hospital provide incentives or rewards to team members who succeed and impose sanctions on those who fail to meet work targets.	0.820	<0,05	
	The leaders are rarely involved in decision-making or supervising the team.	0.487	<0,05	

	Our leaders are not always available to provide assistance or support when team members need it.	0.666	<0,05	
	I always provide support to colleagues in difficult situations without being asked.	0.814	<0,05	
	I will dedicate my time and resources to helping colleagues complete their tasks.	0.865	<0,05	
	I diligently and voluntarily take on additional tasks beyond my main job.	0.822	<0,05	
	I feel responsible for ensuring that my work is completed well.	0.765	<0,05	
	I accept unfairness or difficulties at work without complaining.	0.551	<0,05	
OCB	I always demonstrate a sportsmanlike attitude in competitive situations at work.	0.718	<0,05	0,927
	I always strive to be polite and friendly towards my colleagues.	0.865	<0,05	
	I always aim to create a friendly and supportive work environment for my colleagues.	0.823	<0,05	
	I actively participate in organizational activities beyond my job responsibilities.	0.787	<0,05	
	I often volunteer to take on additional roles in projects or organizational initiatives.	0.770	<0,05	

Normality, Multicollinearity, and Heteroscedasticity Tests

In this study, the normality of the residuals was tested using the Kolmogorov-Smirnov test. The analysis results showed $p=0.200$, indicating that the data is normally distributed ($p>0.05$). The multicollinearity test also showed no multicollinearity in the regression model. The heteroscedasticity test showed that the significance value for the work motivation variable is $0.212 > 0.05$, the significance value for the leadership style variable is $0.884 > 0.05$, and the significance value for the OCB culture variable is $0.443 > 0.05$. Thus, it is concluded that there is no heteroscedasticity in the regression model.

Hypothesis Testing

This study used multiple linear regression to analyze the hypotheses. The results of the hypothesis significance testing are shown in Table 3.

Table 3. Hypotheses Testing Results

Hypotheses	Hypothesis Questions	Coefficient	P value
H1	Work motivation, Leadership style, OCB → Turnover Intention	-	0.000*
H2	Work motivation → Turnover Intention	-0.136	0.048*
H3	Leadership style → Turnover intention	-0.509	0.046*
H4	Organization Citizenship Behavior → Turnover intention	-0.323	0.036*

*significant

Based on the analysis results:

1. Work motivation, leadership style, and OCB culture simultaneously affect turnover intention ($p < 0.05$). Based on the coefficient of determination test, an R-square value of 0.416 (41.6%) was obtained. This means that the combined effect of work motivation, leadership style, and OCB culture in this study influences turnover intention by 41.6%. In comparison, the remaining 58.4% ($1 - 0.416$) is explained by other variables besides the study's independent variables.
2. Work motivation significantly affects turnover intention ($p < 0.05$). An increase of 1 point in the overall motivation score will decrease the turnover intention score by 0.136.
3. Leadership style significantly affects turnover intention ($p < 0.05$). An increase of 1 point in the overall leadership style score will decrease the turnover intention score by 0.509.
4. Organizational Citizenship Behavior (OCB) culture significantly affects turnover intention ($p < 0.05$). An increase of 1 point in the OCB score will decrease the turnover intention score by 0.323.

4. DISCUSSION

The results of the hypothesis testing indicate that the influence of work motivation, leadership style, and OCB culture simultaneously affects turnover intention ($p < 0.05$). Transformational leadership can inspire and enhance work motivation. High work motivation tends to improve OCB culture, and together these three variables can reduce turnover intention with a moderate effect size (41.6%). The impact of work motivation, leadership style, and organizational citizenship behavior (OCB) on turnover intention is a complex and critical research subject in human resource management. Work motivation, as a key factor in increasing job satisfaction and organizational commitment, can significantly reduce the intention to leave. Research by Locke and Latham (2002) shows that high motivation is negatively correlated with turnover intention because it tends to create higher job satisfaction (Locke & Latham, 2002).

Furthermore, leadership style plays a central role in shaping organizational culture and motivating subordinates. Wandani et al. examined the effect of transformational leadership on turnover intention and sportsmanship in the context of OCB, involving 121 participants. In their study, transformational leadership and OCB had a significant negative effect on turnover intention (Wandani & Sunaryo, 2022).

Turnover intention, as a measure of an individual's desire to leave a job or organization, can be reduced by increasing work motivation, adopting supportive leadership styles, and promoting OCB. Griffith et al. found that factors such as lack of job satisfaction and organizational commitment can trigger turnover intention. Therefore, management can enhance job satisfaction by understanding and meeting employees' motivational needs, while leaders need to adopt motivational and supportive leadership styles to create a positive work environment (Li et al., 2016). Encouraging OCB can also help build a positive organizational culture and reduce employee turnover intention, creating stability and balance in organizational continuity.

The hypothesis test results show that work motivation has a significant negative impact on turnover intention. Work motivation is generally defined as a psychological process that determines (or energizes) the direction, intensity, and persistence of action within the continuous stream of experience characteristic of an individual in relation to their job (Kanfer et al., 2017). According to Robbert Heller, work motivation is not only an internal drive (intrinsic) but also influenced by external factors (extrinsic) that play a role in shaping an individual's choices and behavior in managing their job. In this context, work motivation is seen as a force that drives individuals to take specific actions, resulting

from the interaction between internal drives and external environmental influences (Hauser, 2014).

A study by Wang et al. on nurses working in geriatric wards showed that intrinsic motivation, salary satisfaction, and job burnout are strong predictors of turnover intention (Wang et al., 2019). Similarly, research by Fernet et al. indicates that autonomous motivation related to curiosity and self-accomplishment is significantly negatively associated with turnover intention among newly registered nurses in Canada (Fernet et al., 2017).

Nurses with strong motivation feel more engaged with their work. They tend to have a high sense of responsibility towards patients, colleagues, and the organization as a whole. This reduces their intention to leave their job because they feel a significant emotional and professional investment in their work (Fernet et al., 2021). Therefore, it is crucial for hospital management and healthcare institutions to develop and empower nurse motivation as an effort to reduce turnover intention. Maertz and Campion identified the proximal causes of turnover intention and the best predictors of turnover behavior. They integrated content and process models of turnover intention, indicating that commitment and withdrawal motivations are systematically related to the decision to switch jobs. This suggests that different employee groups are motivated by different triggers, and that motivation plays a role in influencing all major constructs in turnover intention literature (Maertz Jr & Campion, 2004).

The research and hypothesis testing results indicate that leadership style has a significant negative effect on turnover intention. Leadership style is a "relatively consistent pattern of behavior that characterizes a leader." Organizations today require effective leaders who understand the complexities of a rapidly changing global environment. Different leadership styles can impact an organization's effectiveness or performance. According to Oladipo et al. (2013), the success or failure of organizations, states, and other social units is closely related to the nature of their leadership style.

Research has shown that transformational and participative leadership styles significantly reduce nurses' turnover intention (Magbity et al., 2020b). A study by Alkarabsheh et al. on nurses in hospitals in Jordan also showed that transformational leadership significantly reduces nurses' turnover intention (Alkarabsheh et al., 2022b). Research by Long et al. revealed a negative relationship between turnover intention and transformational leadership across various industries (Long et al., 2012). Laissez-faire

leadership tends to increase turnover intention, and transactional leadership has not shown a significant relationship with nurses' turnover intention (Baysak & Yener, 2015).

Transformational leadership is characterized by the ability to persuade employees to maintain their positions by instilling inspiration rather than relying on two-way relationships—they are inspired to look beyond their interests for the benefit of the team and organization. Transformational and participative leadership styles can reduce nurses' turnover intention (Manoppo, 2020b; Suroya et al., 2023). Leaders who encourage active participation in decision-making, provide recognition, and support career development tend to create a positive work climate. This condition triggers nurses' sense of attachment and commitment to the organization, thereby increasing their likelihood of staying in their jobs (Magbity et al., 2020b).

It is undeniable that leadership styles and turnover intention in the nursing sector vary by country, as household income and cultural factors can influence nurses' turnover intention. In the nursing sector, a stressful work culture, heavy workload, poor nurse-doctor leadership, and low job satisfaction are major factors that increase nurses' intention to leave. Therefore, studies identifying effective nursing leadership styles are crucial for improving healthcare system performance and ensuring a competent workforce (Magbity et al., 2020; Majeed & Jamshed, 2021).

The hypothesis test results in this study indicate that OCB culture harms turnover intention, suggesting that a high culture of OCB can decrease nurses' turnover intention. This is consistent with previous theories and research.

Organizational Citizenship Behavior (OCB) refers to individuals' willingness to go beyond their role demands at work. Greenberg and Baron (2003) define OCB as actions performed by members of an organization that exceed formal job requirements. Podsakoff (2000) explains that OCB is voluntary behavior not included in an individual's formal role at work but which positively contributes to organizational effectiveness. These behaviors include helping colleagues, supporting supervisors, demonstrating compliance, and actively participating in organizational activities.

OCB is a positive behavior that reflects professionalism, collaboration, and support for the organization and colleagues. This attitude goes beyond their primary tasks, such as helping colleagues, participating in organizational initiatives, and supporting the team. OCB reflects employees' commitment to contributing positively to the organization, and it directly impacts turnover intention (Jha & Jha, 2010; Lee et al., 2013).

Research conducted by Metwally et al. investigated the impact of OCB culture on nurses' turnover intention at Zagazig University Hospital. The study results indicate a significant negative relationship between OCB scores and turnover intention (Metwally et al., 2018). OCB culture fosters a sense of identity and commitment among nurses toward the organization, reducing their intention to switch jobs. OCB can also provide a sense that the organization values and recognizes their contributions, which positively affects nurses' loyalty and commitment (Metwally et al., 2018; Susanti & Rita, 2020).

5. CONCLUSION

This study examines the impact of work motivation, leadership style, and OCB culture on turnover intention at Rumah Sakit Mitra Jambi. The findings reveal that work motivation, leadership style, and OCB culture simultaneously affect nurses' turnover intention at Rumah Sakit Mitra Jambi. Intrinsic work motivation, transformational leadership style, and OCB culture significantly reduce nurses' turnover intention at Rumah Sakit Mitra Jambi. Therefore, there needs to be consistency in hospital management to continually recognize and appreciate nurses' achievements, provide opportunities for professional development that allow nurses to feel successful in their roles, implement transformational leadership styles, and enhance OCB culture to reduce turnover intention.

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