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## The Effect of Leadership Style and Career Development on Turnover Intention among Employees in a Public Hospital

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**Abstract:** Employee turnover still remains kind of a persistent issue in healthcare, partly because it messes with workforce stability, service quality, and also overall organizational performance. A lot of prior work looked at how leadership, or career development maybe, relates to keeping employees, but not much has really examined how those two aspects work together inside public healthcare organizations. In this specific research, the aim is to examine how Leadership Style and Career Development influence Turnover Intention among staff in a public hospital. A quantitative method was implemented, and survey data was gathered from 92 employees through purposive sampling, indicating it was not random. Subsequently, the data was analyzed using multiple linear regression. In summary, the findings indicate that both Leadership Style and Career Development have meaningful negative impacts on Turnover Intention, suggesting that greater values in these areas correspond with a reduced desire to quit. Among the two variables, Career Development emerged as the stronger predictor, indicating that employees place considerable importance on opportunities for professional growth and career advancement. The results also confirm that Leadership Style and Career Development jointly influence Turnover Intention. Moreover, the model accounts for 24% of the differences in Turnover Intention, indicating that there are probably additional organizational and personal factors as well, which affect employees' decisions on leaving. These results emphasize the significance of strong leadership and well-organized career advancement programs as essential approaches for enhancing employee retention within public healthcare institutions.

**Keyword:** Leadership Style, Career Development, Turnover Intention, Employee Retention, Public Hospital.

## INTRODUCTION

Human resources rank as one of the key assets in healthcare establishments, given their essential part in shaping the quality, safety, and efficiency of healthcare delivery. Unlike many other industries, the healthcare sector operates in a highly complex environment characterized by significant responsibilities and demanding work conditions that require

skilled and committed employees. Consequently, effective human resource management is essential to ensure high-quality healthcare delivery, improve patient satisfaction, and support organizational performance. Healthcare organizations must therefore implement appropriate workforce management strategies to maintain service quality and achieve sustainable organizational outcomes.(Kostić, 2023)

Keeping employees has turned into a significant issue for companies worldwide, particularly in the healthcare field where having a stable workforce is essential for maintaining high service standards and ensuring the effectiveness of the organization does not decline. When employee turnover rises, it can lead to more spending on hiring and onboarding, it can also break the day to day flow of operations, and in the end, lower the organization overall, not in a small way. Before the actual turnover behavior shows up, employees often go through turnover intention, that is, a person's conscious willingness to depart from the organization. Turnover intention has been widely viewed as one of the most reliable predictors of actual employee turnover. Because of that, it's drawn a lot of attention from both researchers and practitioners, and it keeps doing. In healthcare organizations, the consequences of turnover intention may be particularly severe because the loss of experienced employees can adversely affect patient care quality, service continuity, and healthcare outcomes (Pattali et al., 2024a)

The way leaders manage has been acknowledged as a significant element affecting the feelings and actions of staff in companies. In healthcare environments, leaders have an essential part in creating a positive workplace, facilitating effective communication, keeping staff inspired, and enhancing loyalty to the organization. Through suitable leadership approaches, leaders can assist employees deal with workplace pressures and build more positive perceptions about their organization. On the other hand, if leadership is ineffective it can add to dissatisfaction, weaker commitment, and a stronger wish to leave. Previous research has consistently indicated that strong leadership correlates negatively with the desire to leave a job. This means that employees who have a positive view of their leaders are less inclined to consider exiting the organization (Pattali et al., 2024a) Consequently, the type of leadership is a crucial element to investigate when tackling employee turnover intentions in healthcare settings.

The roles of leadership and career development are particularly important in public hospitals, which frequently face workforce shortages, increasing service demands, and growing expectations regarding healthcare quality. Under these circumstances, healthcare organizations need to ensure that employees receive effective leadership support and meaningful opportunities for career advancement to maintain organizational commitment and reduce turnover intention. Previous research has demonstrated that leadership significantly affects employees' desire to remain with a company for an extended period, preventing them from leaving. (Wu & Liu, 2022) Similarly, career development has been acknowledged as a crucial human resource management strategy that boosts employee motivation, encourages professional advancement, and strengthens organizational loyalty. (Chagelishvili et al., 2023) Earlier investigations have analyzed leadership styles and career development across different organizational environments. Nevertheless, there is a lack of concrete evidence that explores the combined effect of these factors on turnover intention specifically within public hospitals in Indonesia, making it rather ambiguous. Furthermore, public hospitals face unique workforce challenges, including high service demands, workforce shortages, and bureaucratic structures that may influence employees' retention decisions. Empirical evidence about the joint impact between Leadership Style and Career Development toward Turnover Intention in public healthcare organizations is still thin ,especially in Indonesia. This study tries to fill that gap by looking at what happens when those two factors operate alone and also at the same

time ,on the Turnover Intention experienced by employees in a public hospital (Lotulung et al., 2025).

Public hospitals operate under different organizational structures, regulations, and workforce management systems compared to private hospitals. Employees in public hospitals often face higher service demands, bureaucratic procedures, and limited flexibility in career advancement. Therefore, factors influencing turnover intention may differ from those observed in private healthcare institutions. Based on that research gap , this study is kind of looking into how Leadership Style and Career Development are affecting Turnover Intention, the reason people plan to leave in the first place. Mean it's more like focusing on what drives that intention, but in a very specific way, rather than just assuming. Specifically, the study examines how Leadership Style relates to Turnover Intention, and also how Career Development relates to it. Then, in the same breath , it tests the combined or joint impact of both factors on employees' intention to leave the organization, because it feels like they do not always move alone.

Social Exchange Theory (SET), which was originally developed by Blau (1964), is mostly about the idea that ties within organizations sit on reciprocal swaps, almost like a back-and-forth kind of deal. People, and groups, sort of keep accounting in their heads, even if it not said out loud, and that's where the whole thing kind of comes from, between staff and the organization. In other words, employees kinda trade contributions for support and benefits, and the organization does the same back, it's this ongoing back and forth. Employees who receive support, trust, guidance, and fair treatment from organizational leaders tend to reciprocate these positive experiences through favorable attitudes and behaviors. This perspective has been widely applied in contemporary leadership and turnover intention research (Nuo & Hee, 2020)

Human Capital Theory, originally worked out by Becker (1964) kinda says that when organizations put effort into employee knowledge, skills, and certain specific competencies , they end up getting better returns over time. it tends to lift both personal returns and overall organizational value, like more capability, more performance ,more growth over time. Career development programs such as training, promotion opportunities, and professional development initiatives represent organizational investments in human capital. This perspective has also been supported in recent human resource management studies (Muzakky & Wulansari, 2024)

## METHOD

### Conceptual Framework

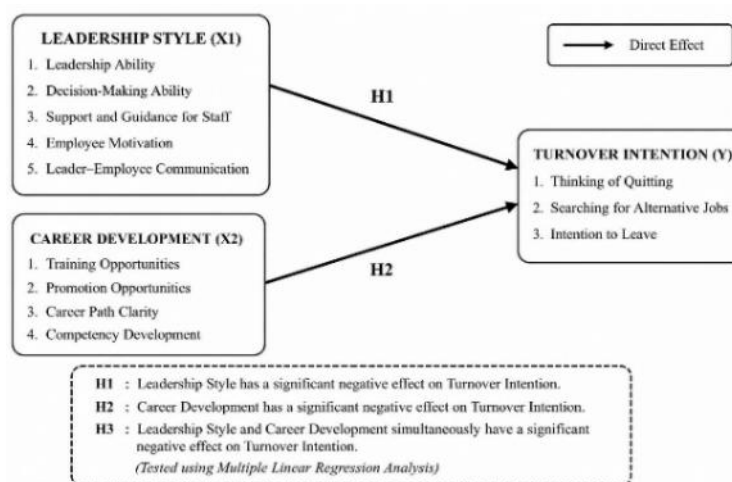


Figure 1. Conceptual Framework

1. H1: Leadership Style has a significant negative effect on Turnover Intention.

Leadership Style refers to a leader's ability to provide direction, motivation, support, and effective communication to employees. Based on Social Exchange Theory, employees tend to reciprocate positive treatment received from their leaders through favorable attitudes and behaviors toward the organization. Leaders who demonstrate strong leadership abilities, involve employees in decision-making, provide guidance, and maintain effective communication can enhance employees' commitment and job satisfaction. Employees who get supportive leadership, and also clear paths for career growth, are tend to stay longer in the organization (Pattali et al., 2024b).

2. H2: Career Development has a significant negative effect on Turnover Intention.

Employees who get supportive leadership, and also clear paths for career growth, are tend to stay longer in the organization (Purwatiningsih & Sawitri, 2021).

3. H3: Leadership Style and Career Development simultaneously have a significant effect on Turnover Intention.

Leadership Approach and Job Advancement are key elements within organizations that affect how long employees stay. Good leadership fosters a positive work atmosphere, whereas job advancement offers staff chances for personal improvement and career progression. Workers who benefit from both encouraging leadership and defined job advancement opportunities tend to build greater loyalty to the organization and also show a reduced desire to depart. It is anticipated that Leadership Approach, in conjunction with Job Advancement, will jointly have a notable effect on employees' intent to leave (Ru & Ibrahim, 2024).

## Research Step

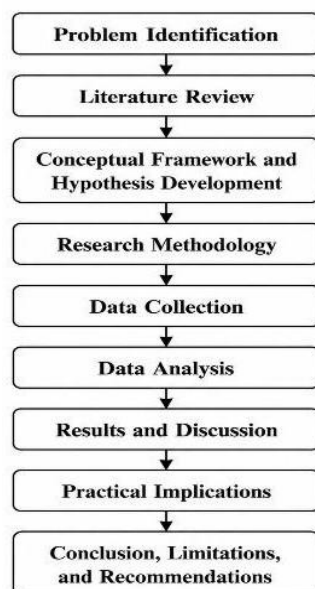


Figure. 2 Research Flowchart

This research utilized a quantitative method to investigate how Leadership Style and Career Development could influence employees' intention to leave at a public hospital. A quantitative framework was picked because it helps with measuring and checking how the variables move together, by using statistical methods that are not too hard to put in place.

The group that was studied in this research had around 1,070 employees coming from a public hospital. The sample size was set using Slovin's formula with a 10% error margin,

which then resulted in 92 participants. A purposive sampling method was then applied to select respondents who met the specific research criteria and were regarded as capable of supplying relevant insights, about leadership style though some people might say it's more like targeted input rather than just random selection, career development, and turnover intention.

(Zaker et al., 2026), Original data were gathered using a structured survey that was given directly to staff members. The things in the survey were scored using a five point Likert scale from strongly disagree , to strongly agree, it sort of shows a spectrum, like a range in a way. The survey was created based on measurement criteria, modified from previous research and relevant literature regarding leadership styles, career advancement, and intentions to leave, which served as a basis. Leadership Style was measured through indicators related to leadership ability, decision-making ability, support and guidance for staff, employee motivation, and leader–employee communication. Career Development was measured through indicators including training opportunities, promotion opportunities, career path clarity, and competency development. Turnover Intention was assessed utilizing a five-point Likert scale. Following this, the data were analyzed in IBM SPSS, starting from tests for validity, reliability, and classical assumptions and then moving into multiple linear regression, t test, F test, and  $R^2$ . This analysis was meant to look at the effects of Leadership Style and Career Development on Turnover Intention, handled in a way that was simple yet still careful, though a bit rushed at times.

### Population And Sample

In this research, the group that was studied had around 1,070 staff members working at a public hospital. With that many employees, it felt a bit unrealistic to ask everyone individually, the sample size was worked out using Slovin's formula with a 10% margin of error, and this came out to a minimum of 92 participants needed. The choice of a 10% margin of error was made to achieve a reasonable balance between having a representative sample and being practical given the constraints of time and resources. This level of accuracy is commonly applied in social science studies involving large groups. As a result, the research gathered information from 92 employees to examine how Leadership Style and Career Development affect Turnover Intention.

## RESULT AND DISCUSSION

### Respondent Characteristics

Table 1. Respondent Characteristics

| Characteristics        | Category                                    | Frequency (n) | Percentage (%) |
|------------------------|---------------------------------------------|---------------|----------------|
| Gender                 | Male                                        | 48            | 52.2           |
|                        | Female                                      | 44            | 47.8           |
| Age                    | 25–34 years                                 | 29            | 31.5           |
|                        | 35–44 years                                 | 49            | 53.3           |
|                        | >45 years                                   | 14            | 15.2           |
| Educational Background | Senior High School/Vocational High School   | 2             | 2.2            |
|                        | Diploma (D1–D4)                             | 50            | 54.3           |
|                        | Bachelor's/Master's/Doctoral Degree (S1–S3) | 40            | 43.5           |
| Tenure                 | <6 months                                   | 2             | 2.2            |
|                        | 1–3 years                                   | 4             | 4.3            |
|                        | >3 years                                    | 86            | 93.5           |

Table 1 kinda goes over the demographic characteristics of the respondents that were included in this study. Looking at gender, the men group makes up 52.2% (48 respondents) , while the women group is 47.8% (44 respondents). Overall this suggests a pretty balanced gender arrangement, could say there isn't much difference between them, in the end. Regarding age, the majority of respondents were between 35 and 44 years old (53.3%), followed by respondents aged 25–34 years (31.5%) and those older than 45 years (15.2%). This finding suggests that most respondents were within a mature and productive stage of their professional careers.

Educationally speaking, the biggest chunk of respondents had a Diploma, the D1–D4 kind of one , totaling 54.3% of the whole sample. After that, the next group was people with Bachelors, Masters, or Doctoral degrees, at 43.5%, roughly speaking. Only 2.2% of respondents had a Senior High School or Vocational High School educational background. These results kind of indicate that the workforce generally has pretty high educational qualifications, which may help them grasp organizational policies, leadership practices, and career development opportunities a bit better.

Regarding tenure, most respondents said they had worked in the organization for more than three years ,93.5% while 4.3% reported one to three years and only 2.2% mentioned less than six months . Overall this pattern suggests that the majority of respondents bring solid organizational familiarity, they should be able to provide useful evaluations about leadership style, career progress, and employee turnover intention within the organization.

## Validity Test Results

**Table 2. Validity Test Result**

| Variable                | Number of Items | Correlation Range | Significance | Result |
|-------------------------|-----------------|-------------------|--------------|--------|
| Leadership Style (X1)   | 8               | 0.762 – 0.906     | < 0.05       | Valid  |
| Career Development (X2) | 8               | 0.731 – 0.813     | < 0.05       | Valid  |
| Turnover Intention (Y)  | 8               | 0.681 – 0.907     | < 0.05       | Valid  |

The validity test results show that all measurement items in this study are valid. Like, for the Leadership Style variable , which is built from eight indicators, the Pearson correlation coefficients came out between 0.762 and 0.906. Then the Career Development variable (it also has eight indicators) produced correlation coefficients, ranging from 0.731 to 0.813. Similarly, the Turnover Intention variable consisting of eight indicators, showed correlation coefficients from 0.681 up to 0.907. In addition, every significance value was under 0.05 . It can be said that each indicator had a statistically meaningful correlation with its own construct, in a real way. Therefore, the total 24 questionnaire items were taken as valid and fitting for capturing the Leadership Style, Career Development, and Turnover Intention variables, and they were kept for the next statistical analysis phase.

## Reliability Test Result

**Table 3. Realibility Test Results**

| Variable                | Number of Items | Cronbach's Alpha | Result          |
|-------------------------|-----------------|------------------|-----------------|
| Leadership Style (X1)   | 8               | 0.938            | Highly Reliable |
| Career Development (X2) | 8               | 0.901            | Highly Reliable |
| Turnover Intention (Y)  | 8               | 0.905            | Highly Reliable |

From the reliability test results it seems that all of the research variables show excellent internal consistency, somehow. The Leadership Style variable got a Cronbach's Alpha of 0.938 , and then Career Development at 0.901, while Turnover Intention ended up at 0.905.

Because each Cronbach's Alpha value is above the commonly recommended cut-off of 0.70, the measurement scale can be treated as highly dependable. In other words, the questionnaire items, as a kind of set, measure their intended constructs in a consistent way and they also deliver dependable data for later statistical testing.

## T-Test Results

**Table 4. t-Test Results**

| Variable                | t- value | Sig.  | Result      |
|-------------------------|----------|-------|-------------|
| Leadership Style (X1)   | -3.491   | 0.001 | Significant |
| Career Development (X2) | -3.799   | 0.000 | Significant |

The t-test shows that, the two independent factors are rather quite important for Turnover Intention. Leadership Style (X1) came out with a t-value of -3.491 and a significance level of 0.001, which is below the usual cut-off 0.05. This means Leadership Style matters a lot in a significant way and it moves Turnover Intention in a negative direction. Likewise, Career Development (X2) generated a t-value of -3.799 with a significance of 0.000, and this is also under 0.05. Hence, Career Development significantly and negatively influences Turnover Intention too. Because the coefficients are negative, it looks like as Leadership Style gets better and Career Development keeps improving, employees tend to have a smaller desire, or intention, to leave. Therefore both hypotheses are accepted, basically pointing out that Leadership Style and Career Development are very central for lowering how willing employees are to exit the organization.

**Table 5. Hypothesis Testing Results**

| Hypothesis | Statement                                                                  | Result    |
|------------|----------------------------------------------------------------------------|-----------|
| H1         | Leadership Style has a Negative significant effect on Turnover Intention   | Supported |
| H2         | Career Development has a Negative significant effect on Turnover Intention | Supported |

## Multiple Linear Regression Results

**Table 6. Multiple Linear Regression Results**

| Variable                | Coefficient (B) | Sig.  |
|-------------------------|-----------------|-------|
| Constant                | 41.486          | 0.000 |
| Leadership Style (X1)   | -0.340          | 0.001 |
| Career Development (X2) | -0.351          | 0.000 |

## Regression Equation

$$Y = 41.486 - 0.340X_1 - 0.351X_2$$

The analysis with multiple linear regression came out showing that the equation you see above, like, means that Turnover Intention (Y) is influenced by Leadership Style (X1) and also Career Development (X2). The constant term of 41.486 suggests that if both Leadership Style and Career Development are treated as zero, then the expected Turnover Intention value would sit around 41.486. For the regression coefficient of Leadership Style it's -0.340, and this kind of indicates that when Leadership Style goes up by one unit, Turnover Intention falls by about 0.340 units, with the other variables kept the same. Similarly, the regression coefficient for Career Development is -0.351, indicating that a one-unit rise in Career Development results in a reduction of 0.351 units in Turnover Intention, ceteris paribus, as expected. The negative coefficients for both independent variables also signal that stronger

Leadership Style and better career development (or at least, improved career growth) tend to come along with lower employee Turnover Intention levels.

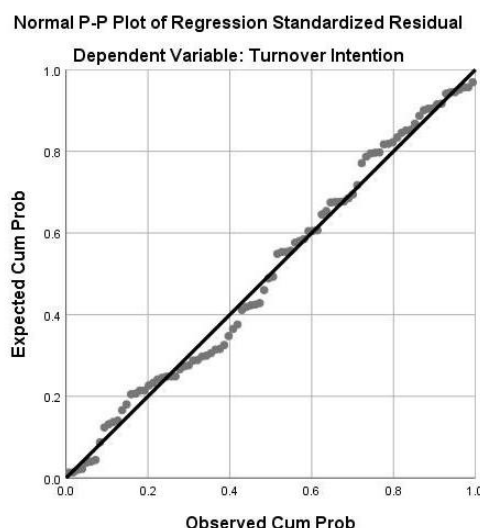
### Kolmogorov-Smirnov Normality Test Results

**Table 7. Kolmogorov-Smirnov Normality Test Results**

| Test Statistic | Asymp. Sig. (2-tailed) | Criteria    | Result              |
|----------------|------------------------|-------------|---------------------|
| 0.068          | 0.200                  | Sig. > 0.05 | Normal Distribution |

The Kolmogorov-Smirnov test was performed to check if the residuals followed a normal distribution. The findings reveal a test statistic of 0.068 and an asymptotic significance (two-tailed) of 0.200. Because the significance level exceeds 0.05, the residuals can be regarded as normally distributed. It seems like the normality condition is satisfied, which indicates that the regression model is, sort of appropriate for the later statistical analysis and subsequent hypothesis testing or whatever comes next.

### Normal P-P Plot



**Figure 3. Normal P-P Plot**

Additionally, the Normal P-P Plot somewhat indicates that those residual points are grouped closely along the diagonal line, and they essentially follow the same path as it. This general trend, even somewhat reinforce it, verifies that the remaining values are roughly normally distributed which again backs the results from the Kolmogorov–Smirnov test and implies that the normality requirement has been met.

### Multicollinearity Test Results

**Table 8. Multicollinearity Test Results**

| Independent Variable    | Tolerance | VIF   | Criteria                      | Result               |
|-------------------------|-----------|-------|-------------------------------|----------------------|
| Leadership Style (X1)   | 0.997     | 1.003 | Tolerance > 0.10 and VIF < 10 | No Multicollinearity |
| Career Development (X2) | 0.997     | 1.003 | Tolerance > 0.10 and VIF < 10 | No Multicollinearity |

From the multicollinearity test, it looks like the regression model is kinda free from multicollinearity problems. Both the independent variables show tolerance numbers of 0.997 and VIF values of 1.003, they pass the usual benchmarks, like Tolerance > 0.10, and VIF

<10 . In practice, that means Leadership Style and Career Development can be put in the regression model simultaneously, without ending up with multicollinearity issues, or with any strange interrelationship between the predictors .

### Heteroscedasticity Test Results

**Table 9. Heteroscedasticity Test Results**

| Independent Variable    | Sig.  | Criteria    | Result                |
|-------------------------|-------|-------------|-----------------------|
| Leadership Style (X1)   | 0.896 | Sig. > 0.05 | No Heteroscedasticity |
| Career Development (X2) | 0.568 | Sig. > 0.05 | No Heteroscedasticity |

The heteroscedasticity test was done using the Glejser method to see whether the spread of the residuals stays the same across all observations , kind of consistent or not. The outcome shows that Leadership Style (X1) has a significance value of 0.896 , while Career Development (X2) shows 0.568. Since both of those significance values are bigger than the cutoff 0.05 , it suggests the variance of the residuals is still pretty stable throughout the data, then we can assume the regression equation does not really have heteroscedasticity. This implies the residuals have a steady variance, the homoscedasticity condition is satisfied. Hence the regression model is seen as fit for the next step , meaning further analysis and hypothesis testing.

Moreover, from the normality, multicollinearity, and heteroscedasticity tests, it looks like all classical assumption requirements were met, more or less. The multiple linear regression model should be appropriate for further analysis and hypothesis testing.

### F-Test Results

**Table 10. F-Test Results**

| F-value | Sig.  | Criteria    | Result      |
|---------|-------|-------------|-------------|
| 14.068  | 0.000 | Sig. < 0.05 | Significant |

The F test was used to verify how Leadership Style, and Career Development, together influence Turnover Intention all at once , basically. The outcomes show an F statistic of 14.068 and the significance level is 0.000. Because that significance level is below the cut off of 0.05, the regression setup is treated as statistically significant. In other words, this result suggests that Leadership Style together with Career Development jointly affects Turnover Intention. The proposed model gets accepted, and those independent variables as a whole help clarify the ups and downs in employees' Turnover Intention.

### Hypothesis Testing Result

**Table 11. Hypothesis Testing Result**

| Hypothesis | Statement                                                                        | Result    |
|------------|----------------------------------------------------------------------------------|-----------|
| H3         | Leadership Style and Career Development simultaneously affect Turnover Intention | Supported |

F-test results sort of confirm that Leadership Style and Career Development together have a noticeable effect on Turnover Intention ( $F = 14.068$ ,  $p < 0.05$ ). Therefore, this simultaneous effect hypothesis is basically supported, meaning that both factors jointly add to explaining employees' intention to leave the organization.

## Coefficient of Determination

Table 12. Coefficient of Determination

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | 0.490 | 0.240    | 0.223             | 4.383                      |

The coefficient that Leadership Career Development account 24.0% of in Turnover Intention ( $R^2 = 0.240$ , Adjusted  $R^2 = 0.223$  demonstrating degree overall. The remaining 76.0% could be influenced by numerous other factors including salary, satisfaction with the job, commitment to the organization, workloads, stress related to work, balance between work and life, cultural aspects within the organization, and the support perceived from the organization.

## Discussion

The findings suggest that Leadership Style and Career Development really do cut down employees' Turnover Intention in a public hospital, at least notably. Leadership Style comes with a significant negative effect,  $\beta = -0.340$ , and  $p = 0.001$ . This points to the idea that supportive leaders who give guidance, build trust and talk clearly, can end up strengthening organizational commitment and also lower the urge to leave. This result kind of matches (Pattali et al., 2024b). who said transformational plus authentic leadership can reduce turnover intention. It is also in line with (Chaturvedi et al., 2019) where the emphasis was on how leadership, in general, matters for keeping employees. On top of that, it fits Social Exchange Theory (Nuo & Hee, 2020), because the theory argues that employees will “pay back” supportive leadership with stronger commitment to the organization, and fewer intentions to quit. And then, Career Development is significant too, with an even clearer negative effect,  $\beta = -0.351$ ,  $p = 0.000$ . In a sense it looks slightly stronger than Leadership Style, suggesting that having visible pathways for promotion plus training and professional growth helps employees stay, rather than move on. In a healthcare environment, where employees are expected to continuously improve their competencies and professional skills, career development opportunities can provide a sense of long-term stability and achievement.

This finding supports the arguments of (Kasdorf & Kayaalp, 2022), who highlighted that career development encourages employees to remain in an organization because it offers opportunities for personal and professional growth. The findings are also aligned with Human Capital Theory (Muzakky & Wulansari, 2024), which contends that investments made by organizations in the development of their employees enhance the worth of their human resources and reinforce the connection employees have with the organization. Workers who recognize distinct pathways for career progression, opportunities for training, and programs for professional growth are more inclined to stay with the organization, perceiving it as a supportive environment for their future career goals. The greater influence of Career Development over Leadership Style might suggest that healthcare workers give more importance to their professional advancement, job development, and long-term job security when deciding to remain with the organization. Nevertheless, these results contrast with those presented by (Alkarabsheh et al., 2022), said that leadership and the chances for career growth did not have a notable personal impact on the intention to leave among nurses who work in public hospitals in Jordan.

The findings can shift a bit because of different organizational traits, management routines, what employees expect, and the day to day work environment. When the simultaneous test is run, it shows that Leadership Style and Career Development, together, affect Turnover Intention ( $F = 14.068$ ;  $p = 0.000$ ), and they account for 24% of the variation ( $R^2 = 0.240$ ). The rest, about 76%, may be shaped by other things too. This seems to indicate

turnover intention is pretty multidimensional, especially in public healthcare contexts where staff often deal with heavy caseloads, stress, and constant service expectations. There are also other drivers, like feeling burned out, compensation being fair, work life balance, a kind of perceived organizational support, job contentment, and organizational dedication (Pattali et al., 2024), to lower the intention to leave, it's not enough to only strengthen leadership and career pathways. It also needs attention to wider organizational conditions that sustain employee well-being, meaningful engagement, and longer term retention.

## CONCLUSION

This study looked at the influence of leadership style and career development on the urge to leave among employees in a public hospital. Findings show that, both leadership style and career development have a significant effect in lowering turnover intention, suggesting that improvements in these areas lead to a decreased desire among staff to exit the organization, effectively lowering their intent to leave. Of the two independent factors, Career Development was identified as the more influential predictor, signifying that employees highly value chances for advancement, promotion, and professional growth when considering their commitment to staying with an organization. The findings also validate that Leadership Style and Career Development collectively affect Turnover Intention.

From a theoretical standpoint, this study sort of extends Social Exchange Theory and Human Capital Theory by showing that leadership support plus career development opportunities act as key pathways for lowering turnover intention within public healthcare organizations. The findings offer usable proof that employees are more likely to stay with a company, when they can feel the helpful management and see chances for career advancement are right there. Also, this work contributes to the limited set of understanding about turnover intentions, in Indonesian public hospitals, which vary from private healthcare organizations in aspects such as their structural organization, bureaucratic workflows, duties to serve the public, and systems for managing careers.

These findings emphasize that reducing employee turnover requires not only supportive and effective leadership but also clear and structured career development opportunities. Consequently, medical organizations ought to focus on efficient leadership and the advancement of employee careers as essential components of their enduring retention plans. In terms of management, hospital leaders need to enhance their leadership skills, develop clear career progression options, broaden opportunities for professional growth, and foster encouraging workplace settings to boost employee retention.

Also, turnover intention could be affected by a bunch of things not just Leadership Style and Career Development. The model only captures about 24% of the changes in Turnover Intention ( $R^2 = 0.240$ ), the other 76% probably comes from other organizational pressures or individual circumstances, you know. Prior works note that job satisfaction, organizational commitment, burnout, perceived organizational support, compensation, workload, work-life balance, and even organizational culture may play a role in whether employees have the urge to leave. Because of that, future research should fold in these variables, in order to make the whole picture of turnover intention clearer inside healthcare organizations.

## Limitations and Recommendations

This study has a few limitations, kinda obvious but still important. First, it was done in one single public hospital, which really narrows how well these findings can be generalized to other settings. Second, the interplay between Leadership Style and Career Development only clarifies a portion of Turnover Intention, meaning that other elements may also be involved. For example compensation, job satisfaction, organizational commitment, workload,

work stress, work-life balance, organizational culture, and even perceived organizational support could all contribute to the outcome. Also, because the design was cross-sectional it captures employee perceptions at just one moment in time, can not confidently say how these perceptions might shift over the months or years. Going forward, future research should bring in extra variables, cover more organizations, and consider longitudinal approaches. On a practical note, healthcare organizations should focus on strengthening leadership practices and career development, and at the same time address wider workplace conditions, they can raise employee satisfaction, deepen commitment, and support long-term retention.

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