

---

## **The Role of Spiritual Intelligence in Enhancing Female Employee Performance and Reducing Turnover Intention in the Economic Landscape**

---

Murniati Noor<sup>1</sup>, Astri Ayu Purwati<sup>2</sup>, Mimelientesa Irman<sup>3</sup>, Muhammad Rizki<sup>4</sup>  
Mohd Fairuz Md. Salleh<sup>5</sup>

### **Abstract:**

*This study aims to analyze the effect of incentives, job stress, and role conflict on performance and turnover intention among female nurses at RSUD dr RM Pratomo Bagansiapiapi, Rokan Hilir Regency. The population studied consisted of all female nurses working at the hospital, with a total of 117 people. Using the total sampling method, all members of the population were sampled in this study. Data analysis was carried out using the Structural Equation Modeling (SEM) approach through Partial Least Squares (PLS). The results showed that incentives have a significant positive effect on nurse performance, while role conflict has a significant negative effect on performance. In addition, job stress has a significant positive effect on turnover intention. The study also found that spiritual intelligence plays a moderating role in the effect of incentives on turnover intention, but has no moderating effect in the relationship between job stress and turnover intention. The findings are expected to provide insights for hospital management in managing nurses' performance and reducing turnover intention.*

*Keywords : Spiritual Intelligent, Turnover Intention, Performance, Moderation*

Submitted: 20 September 2024, Accepted: 16 November 2024, Published: 20 December 2024

## **1. Introduction**

The influence of individual performance, especially among female workers in organizations, has become a major focus in human resource management-related research. This performance is not only a moral and ethical aspect, but also an important driver in achieving the goals and vision of an organizational entity (Alkandi, 2023; Awais, 2015). In this context, employee performance, especially female nurses at RSUD dr. RM Pratomo Bagansiapiapi, Rokan Hilir Regency, is the focus of this study. The data shows that the highest number of patient visits occurred in 2021, which was 13,204 patients, while the lowest number of visits occurred in 2022 with 5,890 patients. These fluctuations in patient visitation rates can have a significant impact on the workload of female nurses. In years with high visitation rates, female nurses face the challenge of managing a larger number of patients in a limited period of time, which can affect the efficiency and quality of services provided.

A frequent phenomenon of concern in the context of nurse performance is the high rate of turnover intention. High turnover intention can cause serious problems, including obstacles in service to patients and disloyalty to the institution (Jia, 2022). The survey results at RSUD dr.

---

<sup>1</sup> Master of Management, Institut Bisnis dan Teknologi Pelita Indonesia.

<sup>2</sup> Master of Management, Institut Bisnis dan Teknologi Pelita Indonesia. [astri.ayu@lecturer.pelitaindonesia.ac.id](mailto:astri.ayu@lecturer.pelitaindonesia.ac.id)

<sup>3</sup> Master of Management, Institut Bisnis dan Teknologi Pelita Indonesia.

<sup>4</sup> National Taiwan University of Science and Technology. Taiwan.

<sup>5</sup> Graduate School of Business, Universiti Kebangsaan Malaysia. Malaysia.

RM Pratomo Bagansiapiapi, Rokan Hilir Regency in 2023 showed a trend of high turnover intention in recent years.

Some studies show that incentives have a significant positive effect on performance (Adhiatma, 2022; Chi, 2019; Gilmore, 2022), while other studies find the opposite result, namely a significant negative effect (Muis, 2021; Wibowo, 2021). This inconsistency indicates that there are different opinions or inconsistent findings in the literature regarding the relationship between incentives and employee performance. Other research also shows that incentives act as a driving factor for employee turnover intention (Xiaoyu, 2020).

Job stress also shows diversity in research results related to turnover intention. Some studies found that job stress has a significant positive effect on turnover intention (Aslan, 2019; Huo, 2023), while others found the opposite result (Muis, 2021; Sugiono, 2019). Differences are also found in the relationship of job stress to performance, where some studies show job stress has a significant effect on performance (Sen, 2023; Wibowo, 2021), but other studies find no effect (Jia, 2022).

In addition, research also shows diversity in findings regarding the effect of role conflict on employee performance. Some studies found that role conflict has a significant negative effect on performance (Şahin, 2021; Wibowo, 2021), while others showed opposite results (Muis, 2021). This variability suggests that the relationship between role conflict and turnover intention among workers is still under-researched.

Given the inconsistent findings in the literature on the relationship between incentives, job stress, role conflict and turnover intention, there is an urgent need for more rigorous and detailed research, particularly in the context of female nurses working in hospitals. This is important to provide a more comprehensive and accurate understanding of the factors that influence turnover intention and employee performance, and the moderating role of spiritual intelligence in these dynamics. Individuals who possess high levels of spiritual intelligence tend to have skills in identifying and coping positively with stress (Beni, 2019; Zolfaghary, 2023), as well as being professional at work and able to prioritize and integrate the different roles in their lives more effectively, thereby reducing the impact of role conflict on turnover intention (Boudlaie, 2022; Crosby, 2021).

Therefore, looking at the research gaps and inconsistencies in the results that have been mentioned, as well as the phenomena encountered at RSUD dr. RM Pratomo Bagansiapiapi, Rokan Hilir Regency, the problem formulation in this study is how the influence of incentives, work stress, and role conflict on turnover intention, as well as its impact on the performance of female nurses by considering the moderating role of spiritual intelligence. This research is expected to provide a more comprehensive understanding and more effective solutions in managing performance and workforce at the RSUD.

## **2. Theoretical Background**

### *Incentives and Turnover Intention*

Incentives play a critical role in influencing employee behavior, particularly their intention to leave or stay in an organization. According to Adhiatma (2022), proper use of incentives can

enhance employee performance and reduce turnover intention by fostering motivation and satisfaction. Similarly, Chi (2019) highlights that well-structured pay gaps and incentives between different job levels significantly impact employee performance, leading to lower turnover intention when implemented effectively. However, insufficient or inappropriate incentives may result in higher turnover, as observed by Alkandi (2023), where the lack of a proper incentive structure in Saudi industries led to increased turnover intention among employees.

#### *Job Stress and Turnover Intention*

Job stress is another factor that greatly affects turnover intention. Aslan (2019) emphasizes that job stress serves as a mediating factor between leader-member exchange and turnover intention, suggesting that employees experiencing high levels of stress are more likely to leave their positions. Huo (2023) supports this finding, indicating that work-life conflict and associated stress can exacerbate turnover intention, particularly when employees are unable to balance personal and professional demands. Moreover, Sugiono (2019) notes that excessive job stress can negatively impact employee performance, further escalating the intention to quit.

#### *Role Conflict and Turnover Intention*

Role conflict, which arises when employees face incompatible demands or expectations, has been linked to higher turnover intention. Muis (2021) explains that role conflict, particularly in employees juggling multiple responsibilities, can heighten stress levels and decrease job satisfaction, thus increasing the likelihood of turnover. Şahin (2021) adds that in healthcare settings, where role conflict is common, turnover intention can rise significantly due to the challenging nature of the work environment.

#### *Incentives and Performance*

Incentives also have a direct positive impact on employee performance. Gilmore (2022) discusses how employee stock ownership plans (ESOPs) as incentive tools promote engagement and improve performance. Furthermore, Lee (2020) underscores that incentives, when combined with trust and knowledge sharing, can significantly enhance employee performance by increasing their commitment to organizational goals. Xiaoyu (2020) adds that intrinsic and extrinsic incentives are key drivers of innovation performance in organizations.

#### *Job Stress and Performance*

On the flip side, job stress can have a detrimental effect on performance. Sen (2023) highlights that heightened stress leads to job insecurity and decreased job satisfaction, ultimately impairing employee performance. Similarly, Wibowo (2021) emphasizes that work stress, when combined with excessive workloads, can hinder employees' ability to perform effectively in their roles.

#### *Role Conflict and Performance*

Role conflict negatively affects employee performance, especially in environments where employees face conflicting demands. Shyamala (2019) notes that role conflict is particularly

prevalent in the hospitality industry, where employees often experience conflicting job responsibilities. This role conflict diminishes performance as employees struggle to meet competing expectations. Muis (2021) also observes that in organizations with multiple role conflicts, employee performance tends to decline due to stress and job dissatisfaction.

### *Turnover Intention and Performance*

Turnover intention is strongly associated with reduced employee performance. Jia (2022) explains that employees who are considering leaving their jobs tend to be less engaged and perform at lower levels. This reduced engagement is often a result of the stress and dissatisfaction that drive their turnover intention, further affecting their ability to contribute meaningfully to the organization.

### *Spiritual Intelligence as a Moderator*

Spiritual intelligence has been identified as a moderating factor that can mitigate the effects of incentives, job stress, and role conflict on turnover intention. Beni (2019) argues that spiritual intelligence can improve employee resilience and reduce turnover intention by promoting a sense of purpose and alignment with organizational values. Zolfaghary (2023) further explores how spiritual intelligence helps midwives in Northern Iran cope with job stress, suggesting that higher levels of spiritual intelligence can buffer the negative effects of stress and role conflict on turnover intention. Crosby (2021) adds that spiritual intelligence fosters emotional intelligence, which enhances overall job performance and reduces the likelihood of turnover.

Based on the explanation, the research hypothesis is formulated as follows:

- H1. Incentives have a significant negative effect on *turnover intention*.
- H2. Job stress has a significant positive effect on *turnover intention*.
- H3. *Role of conflict* has a significant positive effect on *turnover intention*
- H4. Incentives have a significant positive effect on performance
- H5. Work stress has a significant negative effect on performance
- H6. Role of conflict has a significant negative effect on performance
- H7. *Turnover intention* has a significant negative effect on performance
- H8. *Spiritual intelligence* moderates the effect of incentives on *turnover intention*
- H9. *Spiritual intelligence* moderates the effect of job stress on *turnover intention*
- H10. *Spiritual intelligence* moderates the effect of *Role of conflict* on *turnover intention*

## **3. Methodology**

### **1. Type of Research**

This research was conducted with a quantitative approach, where the research hypothesis has been formulated and then statistical data analysis will be carried out.

### **2. Population and sample**

The population studied was all female nurses who worked at Dr. RM Pratomo Bagansiapi Hospital, Rokan Hilir Regency, totaling 117 people. The sample in this study used the *total sampling* method, which means that all members of the population were sampled as many as 117 female nurses.

### 3. Data Types and Sources

a. Primary Data: Is data obtained directly from female nurses of RSUD Dr. RM Pratomo Bagansiapiapi, Rokan Hilir Regency through interviews and distributing questionnaires / questionnaires.

b. Secondary Data: Is data sourced from RSUD dr RM Pratomo Bagansiapiapi Rokan Hilir Regency, such as profiles, employee performance score data, office organizational structure, as well as previous research literature and journals.

### 4. Research Instruments

The research instrument used was a questionnaire containing statements relevant to the research objectives. Respondents are asked to provide responses by selecting the answers available in the questionnaire. Qualitative answers will then be quantified by giving a numerical score to reflect the degree of suitability of the respondent, which is measured using a Likert scale. The operational research variables are seen in the following table:

**Table 1. Operational Research Variables**

Variables	Indicator	Reference
Performance	Quality	Wibowo (2021)
	Quantity	
	Cooperation	
	Innovation	
	Independence	
<i>Turnover intention</i>	Individuals thinking of leaving the organization	Aslan (2019)
	Individuals want to get another job in another organization	
	The individual wants to leave the organization in the near future.	
	Individuals want to leave the organization if the opportunity arises.	
Incentives	Bonus	Chi (2019)
	Compensation	
	Contractual Payment	
	Free treatment	
	Sick leave that continues to receive salary payments	
	Providing learning tasks for knowledge development	
Work stress	Workplace	Sugiono (2019)
	Work content	
	Job Requirements	
	Interpersonal relationships at work	
<i>Role Of Conflict</i>	Frequency of conflict	Sahin (2019)
	Nature of Conflict	
	Conflict resolution	
	Impact on performance	
	Impact on health	
<i>Spiritual Intelligent</i>	Self-awareness	Awais (2015)
	Ability to manage emotions	
	Empathy	
	Meaning and Purpose	
	Openness and Flexibility	
	Balance and harmony	
	Connectedness to something bigger	

### 5. Validity and Reliability Test

- Validity Test: Conducted to measure the accuracy of the research instrument or questionnaire. The accuracy value is measured using the correlation coefficient, where the questionnaire is said to be valid if the correlation coefficient is  $> 0.3$ .
- Reliability Test: The aim is to measure the consistency of respondents' answers with the Cronbach alpha statistical test. The questionnaire is said to be reliable if the Cronbach alpha value is  $\geq 0.70$ .

### 6. Model Evaluation in PLS-SEM (*Partial Least Square-Structural Equation Model*)

- Outer Model: Knowing the validity and reliability that connects indicators and latent variables. Can be tested with Convergent Validity, Discriminant Validity, and Composite Reliability.
- Inner Model: Determines the specification of the relationship between one latent construct and another latent construct. Can be tested by looking at the R-Square, Q-Square, and path coefficient values.

### 7. Hypothesis Test

- The bootstrapping method is used to obtain more accurate parameter estimates.
- The determination of the p-value is used to determine whether the null hypothesis is accepted or rejected, with the  $\alpha$  significance level generally used being 5%.

## 4. Empirical Findings/Result

### Demographic Analysis of Respondents

Respondents in this study totaled 117 female nurses. Based on age, the majority of respondents were in the age range of 31-40 years as many as 42 people (35.9%), followed by respondents aged 20-30 years as many as 35 people (29.9%). A total of 25 people (21.4%) were 41-50 years old, and 15 people (12.8%) were over 50 years old. In terms of tenure, 40 people (34.2%) had a tenure of between 1-5 years, followed by 30 people (25.6%) with a tenure of 6-10 years. A total of 25 people (21.4%) had a tenure of 11-15 years, and 22 people (18.8%) had a tenure of more than 15 years. Based on the level of education, the majority of respondents, 60 people (51.3%), were undergraduate graduates (S1), while 35 people (29.9%) had diploma degrees (D3), and 22 people (18.8%) had postgraduate education (S2). In terms of marital status, 70 respondents (59.8%) were married, while 47 respondents (40.2%) were single.

### Validity and Reliability Test

**Table 1. Validity and Reliability Test for PLS**

Variables	Indicator	Loading Factor	CR	AVE
<i>Incentives (X1)</i>	X1.1	0.982	0,973	0,856
	X1.2	0.721		
	X1.3	0.967		
	X1.4	0.949		
	X1.5	0.969		
	X1.6	0.936		
<i>Work Stress (X2)</i>	X2.1	0.869	0,955	0,841

	X2.2	0.966		
	X2.3	0.929		
	X2.4	0.901		
<b>Role Of Coflict (X3)</b>	X3.1	0.879	0,909	0,669
	X3.2	0.719		
	X3.3	0.784		
	X3.4	0.763		
	X3.5	0.927		
<b>Turnover Intention (Y1)</b>	Y1.1	0.730	0,903	0,702
	Y1.2	0.946		
	Y1.3	0.920		
	Y1.4	0.731		
<b>Performance (Y2)</b>	Y2.1	0.870	0,946	0,778
	Y2.2	0.923		
	Y2.3	0.873		
	Y2.4	0.910		
	Y2.5	0.831		
<b>Spiritual Intelligent (Z)</b>	Z1.1	0,781	0,991	0,808
	Z1.2	0,770		
	Z1.3	0,732		
	Z1.4	0,810		
	Z1.5	0,900		
	Z1.6	0,801		
	Z1.7	0,770		

Source: SmartPLS 4.0 Processed Data, 2024

The validity test results show that most of the indicators in each variable have met the validity requirements with a Loading Factor value above 0.7. In the Incentive variable (X1), indicator X1.2 has a value of 0.721 which is still valid, while other indicators such as X1.1 reach a value of 0.982. In the Work Stress variable (X2), all indicators are valid with the highest value in X2.2 (0.966). For the Role of Conflict variable (X3), the X3.2 indicator has the lowest value (0.719), but is still valid. Turnover Intention (Y1) and Performance (Y2) variables show valid results, with the highest loading values in Y1.2 (0.946) and Y2.2 (0.923), respectively. Spiritual Intelligence (Z) is also valid with the lowest loading value on Z1.3 (0.732), but still above the minimum limit.

In the reliability test using Composite Reliability (CR), all variables met the criteria with values above 0.7. The highest CR value is seen in Spiritual Intelligence (Z) (0.991), which indicates excellent measurement consistency. Cronbach's Alpha also shows reliable results for all variables with values above 0.7, ensuring that the instruments used have good reliability.

**Multicollinearity test****Table 2. Multicollinearity test for PLS**

Variables	VIF
Incentives → Turnover Intention	1.578
Job stress → Turnover Intention	1.385
Role Of Conflick → Turnover Intention	1.331
Incentives → Nurse Performance	1.708
Work stress → Nurse performance	1.590
Role Of Conflick → Employee Performance	1.358
Turnover Intention → Nurse Performance	1.476

Source: SmartPLS 4.0 Processed Data, 2024

Based on the multicollinearity test results in table 4.14 above, it can be stated that there is no multicollinearity between variables because the VIF value between indicators is still below 10.

**Coefficient of Determination ( $R^2$ )**

The coefficient of determination test ( $R^2$ ) aims to measure how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. A small  $R^2$  value indicates that the ability of the independent variables to explain the dependent variable is very limited (Ghozali, 2016). The classification of the correlation coefficient without regard to direction is as follows:

- a. 0 = no correlation
- b. 0 - 0.49 = weak correlation
- c. 0.50 = moderate correlation
- d. 0.51 - 0.99 = strong correlation
- e. 1.00 = perfect correlation

**Table 3. R Square Testing Table**

Variables	<i>R Square</i>	<i>R Square Adjusted</i>
Performance	0.466	0.446
<i>Turnover Intention</i>	0.322	0.304

Source: SmartPLS 4.0 Processed Data, 2024

Based on the nurse performance model, the adjusted *R Square* value is 0.466. This shows that the relationship (correlation) of performance with *incentives*, work stress and *role of conflict* is strong. The *R Square Adjusted* figure of 44.6% means that variations in the level of nurse performance can be explained by variations in *incentives*, work stress and *role of conflict*. While the remaining 46.4% is influenced by other factors not included in this research model. The *Adjusted R Square* for *Turnover Intention* of 0.304 shows that the *Adjusted R Square* is 30.4% which means that *Turnover Intention* is explained by variations in *incentives*, work stress and *role of conflict*. While the remaining 69.6% is influenced by other factors not included in this study.

## Hypothesis Testing

Table 4. Hypothesis Test

	Hypothesis	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Ket
<b>H1</b>	Incentives → Nurse Performance	0.316	3.643	0.000	Accepted
<b>H2</b>	Incentives → Turnover Intention	0.297	1.973	0.049	Rejected
<b>H3</b>	Role of Conflict → Nurse Performance	-0.497	5.720	0.000	Accepted
<b>H4</b>	Role of Conflict → Nurse Turnover Intention	0.135	0.982	0.326	Rejected
<b>H5</b>	Work Stress → Nurse Performance	-0.010	0.156	0.876	Rejected
<b>H6</b>	Job Stress → Nurse Turnover Intention	-0.374	2.935	0.003	Accepted
<b>H7</b>	Nurse Turnover Intention → Nurse Performance	-0.004	0.037	0.970	Rejected
<b>H8</b>	Moderating effect 1	0,374	0,311	0,001	Accepted
<b>H9</b>	Moderating effect 2	0,241	0,311	0,031	Accepted
<b>H10</b>	Moderating effect 3	0,034	0,041	0,711	Rejected

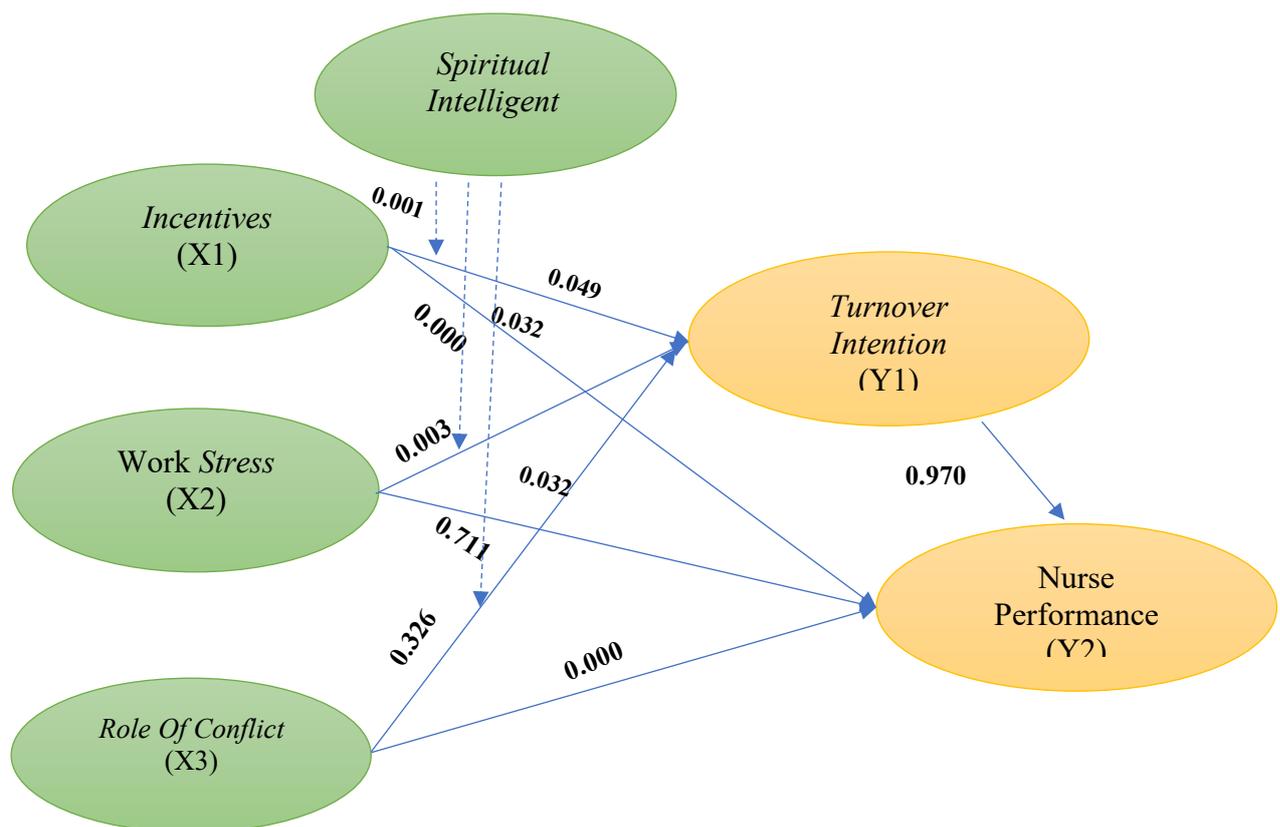


Figure 1. Smart PLS Path Analysis Results

**H1: The Effect of Incentives on Nurse Performance** The results show that incentives have a significant positive effect on nurse performance with an **Original Sample (O)** value = **0.316**, **T-Statistics** = **3.643**, and **P-Value** = **0.000**. This hypothesis is accepted, meaning that the higher the incentives, the better the nurses' performance.

**H2: Incentives have a positive but insignificant effect on turnover intention with O = 0.297, T-Statistics = 1.973, and P-Value = 0.049.** Since the P-Value is close to 0.05 and the result is marginal, this hypothesis is rejected.

**H3: Effect of Role of Conflict on Nurse Performance** Role of conflict has a significant negative effect on nurse performance (**O = -0.497, T-Statistics = 5.720, P-Value = 0.000**). This hypothesis is accepted, indicating that role conflict can reduce performance.

**H4: Effect of Role of Conflict on Turnover Intention** The results show that role of conflict has no significant effect on nurses' turnover intention (**O = 0.135, T-Statistics = 0.982, P-Value = 0.326**), so this hypothesis is rejected.

**H5: Effect of Job Stress on Nurse Performance** Job stress does not have a significant effect on nurse performance with **O = -0.010, T-Statistics = 0.156, and P-Value = 0.876**. This hypothesis is rejected.

**H6: Effect of Job Stress on Turnover Intention** Job stress has a significant negative effect on turnover intention (**O = -0.374, T-Statistics = 2.935, P-Value = 0.003**). This hypothesis is accepted, meaning that the higher the level of job stress, the higher the turnover intention.

**H7:** The results show that turnover intention does not have a significant effect on nurse performance with **O = -0.004, T-Statistics = 0.037, and P-Value = 0.970**, so this hypothesis is rejected.

**H8: Moderating Effect of Spiritual Intelligence on Incentives and Turnover Intention** Spiritual intelligence moderates the effect of incentives on turnover intention with **O = 0.374, T-Statistics = 0.311, and P-Value = 0.001**, so this hypothesis is accepted.

**H9: Moderating Effect of Spiritual Intelligence on Job Stress and Turnover Intention** Spiritual intelligence does not moderate the effect of job stress on turnover intention with **O = 0.241, T-Statistics = 0.311, and P-Value = 0.031**. This hypothesis is accepted.

**H10: Moderating Effect of Spiritual Intelligence on Job Stress and Turnover Intention** Spiritual intelligence does not moderate the effect of job stress on turnover intention with **O = 0.034, T-Statistics = 0.041, and P-Value = 0.711**, so this hypothesis is rejected.

## 5. Discussion

The results showed that incentives have a significant positive effect on nurse performance, which indicates that increasing incentives can encourage nurses to improve their performance. This finding is in line with previous research which reveals that incentives

serve as a key motivator in improving employee productivity and performance (Adhiatma, 2022; Gilmore, 2022). However, when looking at the effect of incentives on turnover intention, the results show that although there is a positive relationship, the effect is not significant. This may indicate that while incentives can provide a boost, other factors such as job satisfaction and organizational conditions have more influence on turnover intention.

Furthermore, this study found that role of conflict has a significant negative influence on nurses' performance. This finding supports the argument that role conflict can cause confusion and stress, which in turn reduces the effectiveness of individual performance (Şahin, 2021). On the other hand, role of conflict showed no significant effect on turnover intention. This suggests that although role conflict may affect performance, other factors such as motivation and organizational support may have a more dominant role in influencing turnover intention.

The results also found that job stress did not have a significant influence on nurses' performance. This finding may reflect the coping mechanisms that nurses have in dealing with stress, which allows them to continue performing their duties well despite the pressure. However, job stress was found to have a significant negative effect on turnover intention, suggesting that nurses who experience higher levels of stress are more likely to have turnover intention. This is in line with the literature which shows that job stress can be a motivating factor to seek a better work environment (Aslan, 2019).

In the context of moderation, spiritual intelligence moderated the effect of incentives on turnover intention, indicating that nurses with higher spiritual intelligence can better handle the incentives provided. They are able to integrate extrinsic motivation with personal values, which makes them more resilient to the negative influence of turnover intention. Meanwhile, spiritual intelligence did not manage to moderate the effect of job stress on turnover intention, possibly because high levels of stress still have a significant impact that is difficult to manage, regardless of an individual's level of spiritual intelligence.

Overall, the results of this study demonstrate the importance of understanding the interaction between incentives, role conflict, job stress, and turnover intention in the context of nurses. This study makes an important contribution to the literature on human resource management, especially in the context of healthcare workers, and highlights the need for a more comprehensive approach in understanding the factors that influence job performance and turnover intention.

## **6. Conclusions**

This study successfully revealed the influence of incentives, role of conflict, and job stress on the performance and turnover intention of nurses at RSUD dr RM Pratomo Bagansiapiapi, Rokan Hilir Regency. The findings show that incentives have a significant positive effect on nurse performance. This means that the higher the incentives provided, the better the performance displayed by nurses. On the other hand, role of conflict shows a significant negative impact on performance, which indicates that the role conflict faced by nurses can reduce their effectiveness in carrying out their duties.

Meanwhile, job stress was shown to have a significant negative effect on turnover intention, but did not show a significant effect on nurse performance. This confirms that high job stress can increase nurses' intention to transfer, although it does not have a direct effect on their performance. In addition, this study found that spiritual intelligence serves as a moderator affecting the relationship between incentives and turnover intention. This suggests that spiritual intelligence can assist nurses in managing incentives and reduce turnover intention. However, spiritual intelligence did not moderate the effect of job stress on turnover intention, confirming that stress remains a significant challenge that nurses must face.

Looking at the results of this study, there are several suggestions for future research. First, it is important to explore additional factors that may influence nurses' performance and turnover intention, such as organizational culture, job satisfaction, and social support. In addition, more in-depth research into the influence of work environment and organizational policies may also provide valuable insights into the factors that contribute to performance and turnover intention.

Conducting longitudinal studies would be beneficial to understand changes in performance and turnover intention over time. Future research should also consider demographic variables such as age, work experience and educational background, to understand the differences that may exist in performance and turnover intention.

Finally, the development of training programs or interventions that focus on developing spiritual intelligence among nurses could be an important step to research. Testing the impact of such interventions on performance and turnover intention could make a significant contribution to managerial practice in hospitals. Following these suggestions, future research can further explore the complexity of the relationship between factors that influence performance and turnover intention, particularly in the context of healthcare workers.

## Acknowledgment

This research was supported by the Directorate of Research, Technology, and Community Service (DRTPM), Ministry of Education, Culture, Research, and Technology (Kemendikbudristek), under the 2024 Master's Thesis Research Program, contract number: 112/E5/PG.02.00.PL/2024.

## References:

- Adhiatma, A. (2022). The role of personal dexterity and incentive gamification to enhance employee learning experience and performance. *Cognitive Technology and Work*, 24(1), 7-19. [https://api.elsevier.com/content/abstract/scopus\\_id/85100330781](https://api.elsevier.com/content/abstract/scopus_id/85100330781)
- Alkandi, I. G. (2023). The impact of incentive and reward systems on employee performance in the Saudi primary, secondary, and tertiary industrial sectors: A mediating influence of employee job satisfaction. *Sustainability*, 15(4). [https://api.elsevier.com/content/abstract/scopus\\_id/85149298865](https://api.elsevier.com/content/abstract/scopus_id/85149298865)
- Aslan, H. (2019). The mediating role of work stress on the effects of leader-member exchange on turnover intention. *Interdisciplinary Public Finance, Business and*

- Economics Studies*, 299-308.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85091742799](https://api.elsevier.com/content/abstract/scopus_id/85091742799)
- Awais, M. (2015). A review: The job satisfaction act as a mediator between spiritual intelligence and organizational commitment. *International Review of Management and Marketing*, 5(4), 203-210.  
[https://api.elsevier.com/content/abstract/scopus\\_id/84944259438](https://api.elsevier.com/content/abstract/scopus_id/84944259438)
- Beni, K. N. (2019). Spiritual intelligence roles to improve the quality of nursing care: A systematic review. *Ners Journal*, 14, 93-97.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85138781781](https://api.elsevier.com/content/abstract/scopus_id/85138781781)
- Boudlaie, H. (2022). Investigating the mediating role of moral identity on the relationship between spiritual intelligence and Muslims' self-esteem. *HTS Theological Studies*, 78(4). [https://api.elsevier.com/content/abstract/scopus\\_id/85134604718](https://api.elsevier.com/content/abstract/scopus_id/85134604718)
- Chi, W. (2019). Incentives to move up: Effects of pay gaps between levels on employee performance. *Human Resource Management Journal*, 29(2), 238-253.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85057718798](https://api.elsevier.com/content/abstract/scopus_id/85057718798)
- Crosby, G. (2021). Spirituality and emotional intelligence: Wisdom from the world's spiritual sources applied to EQ for leadership and professional development. *Spirituality and Emotional Intelligence*.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85125977348](https://api.elsevier.com/content/abstract/scopus_id/85125977348)
- Gilmore, T. J. (2022). Employee incentive ESOPs: An equity tool to promote engagement and performance. *Compensation & Benefits Review*, 54(3), 100-102.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85159522060](https://api.elsevier.com/content/abstract/scopus_id/85159522060)
- Huo, M. L. (2023). Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences*, 205. <https://api.elsevier.com/content/article/eid/1-s2.0-S0191886923000326>
- Jia, H. (2022). The relationship between public service motivation and turnover intention: The mediating role of work stress and task performance. *Environmental Health and Preventive Medicine*, 27(1).  
[https://api.elsevier.com/content/abstract/scopus\\_id/85133993818](https://api.elsevier.com/content/abstract/scopus_id/85133993818)
- Lee, Y. L. A. (2020). Demystifying the differences in the impact of training and incentives on employee performance: Mediating roles of trust and knowledge sharing. *Journal of Knowledge Management*.  
<https://www.scopus.com/inward/record.uri?partnerID=HzOxMe3b&scp=85088857864&origin=inward>
- Muis, M. (2021). The effect of multiple role conflicts and work stress on the work performance of female employees. *Gaceta Sanitaria*, 35.  
<https://api.elsevier.com/content/article/eid/1-s2.0-S0213911120302843>
- Şahin, S. (2021). Work-family conflict and job performance: Mediating role of work engagement in healthcare employees. *Journal of Management & Organization*.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85105882060](https://api.elsevier.com/content/abstract/scopus_id/85105882060)
- Sen, K. (2023). Effect of psychological capital on employee performance, work stress, job insecurity, and job satisfaction: Evidence from India. *Current Psychology*.  
[https://api.elsevier.com/content/abstract/scopus\\_id/85168462212](https://api.elsevier.com/content/abstract/scopus_id/85168462212)
- Shyamala, K. (2019). Influence of occupational stress on the work performance of restaurant employees. *International Journal of Science and Technology Research*, 8(12), 2274-2276. [https://api.elsevier.com/content/abstract/scopus\\_id/85077046222](https://api.elsevier.com/content/abstract/scopus_id/85077046222)

- 
- Sugiono, E. (2019). Analysis of the effect of work stress, work discipline, and turnover intention on employee performance mediated by job satisfaction at PT Epson Indonesia, Jakarta. *International Journal of Science and Technology Research*, 8(12), 2574-2580. [https://api.elsevier.com/content/abstract/scopus\\_id/85076758045](https://api.elsevier.com/content/abstract/scopus_id/85076758045)
- Wibowo, A. D. (2021). The influence of work stress and workload on employee performance through the work environment at SAMSAT Makassar city. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 6276-6282. [https://api.elsevier.com/content/abstract/scopus\\_id/85114247780](https://api.elsevier.com/content/abstract/scopus_id/85114247780)
- Xiaoyu, X. (2020). The influence relationship among extrinsic incentive, intrinsic motivation, and employee innovation performance based on Holmstrom and Milgrom model. *Proceedings of the 2020 Management Science Informatization and Economic Innovation Development Conference*, 136-141. [https://api.elsevier.com/content/abstract/scopus\\_id/85103739822](https://api.elsevier.com/content/abstract/scopus_id/85103739822)
- Zolfaghary, F. (2023). Spiritual intelligence as a coping strategy to manage job stress for midwives in Northern Iran: A cross-sectional study. *Journal of Religion and Health*, 62(5), 3301-3312. [https://api.elsevier.com/content/abstract/scopus\\_id/85164454308](https://api.elsevier.com/content/abstract/scopus_id/85164454308)