

THE IMPACT OF TOXIC LEADERSHIP AND JOB INSECURITY IN PREDICTING TURNOVER INTENTION LEVELS

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ABSTRACT

Human resource stability is a key pillar in maintaining operational continuity in engineering companies that demand high precision. The purpose of this study is to disseminate and analyse the influence of job insecurity and toxic leadership on employee turnover intention at PT. Gajah Mada Teknik Mojokerto. The very high employee desire to move jobs challenges the stability of engineering company operations. This study was conducted quantitatively using an associative approach. This study involved all employees of PT Gajah Mada Teknik Mojokerto, yielding a saturated sample of 100 respondents. Data were collected through the distribution of questionnaires tested with a Likert scale. Data analysis was performed using multiple linear regression in SPSS. The results of the study indicate that, to some extent, Toxic Leadership has a positive and significant effect on Turnover Intention. Likewise, Job Insecurity has a positive and significant effect on Turnover Intention. Simultaneously, both variables have a significant effect on predicting employee turnover intention with a coefficient of determination of 36.1%. This finding implies that the management of PT. Gajah Mada Teknik needs to improve its managerial leadership style and ensure job security to reduce employee turnover. This study suggests that the management of PT. Gajah Mada Teknik Mojokerto must implement a holistic approach to reduce employee turnover. Improvements include reforming its management culture and ensuring job security through contract transparency. To create a healthy work environment and improve talent retention and long-term organisational productivity, the company must implement more humanistic and supportive leadership training.

Keywords: Toxic Leadership; Job Insecurity; Turnover Intention; Human Resource Management

INTRODUCTION

Human resources (HR) remains a company's most important asset in maintaining a competitive advantage in today's era of globalisation and economic uncertainty. However, the greatest challenge facing contemporary management is no longer simply recruiting the most talented people, but retaining them. Human resources are a ready, capable, and skilled workforce that plays a vital role in every organisational process, not only as a means of production but also as people who manage and develop the organisation's potential (Sunarti et al., 2025). Therefore, the quality and psychological well-being of employees require special attention, especially when they work in stressful work environments. This excellence can be achieved through the utilisation of human resources. PT. Gajah Mada Teknik Mojokerto, as a technical entity, relies heavily on the specialised skills and experience of its employees. However, a significant challenge arises when organisations face high employee turnover. This phenomenon is not merely a matter of staff turnover but also a threat to operational continuity and to the company's training investment costs. Rising employee attrition, or their desire to leave the company, has become a major issue, impacting operational stability, institutional knowledge, and recruitment and retraining costs.

Many organisations face significant challenges in retaining qualified employees. If companies fail to meet their employees' needs and well-being, the intention to leave tends to increase (Marlinah et al., 2026). Turnover intention arises from several factors that contribute to an unfavourable work environment. Another negative factor is the need to recruit and train new employees, which can be very expensive (Rifky & Widiantoro, 2025). Turnover intention is the process of replacing employees who leave an organisation with new hires. One determining factor that is currently receiving widespread attention is leadership style. Leaders, who should be driving motivation, often become the primary source of stress through toxic leadership behaviour. Turnover intention is an early sign of employee resignation before the official resignation decision is made. PT. Gajah Mada Teknik is highly vulnerable to this phenomenon because it

can lead to talent loss, decreased productivity, and higher operational costs from recruiting and retraining new employees.

Toxic leadership is a leadership style that is psychologically detrimental and is characterised by authoritarian, manipulative, unfair, and unsupportive behaviour towards employees (Efandi et al., 2023). Toxic leadership, characterised by abusive behaviour, excessive control, and a lack of empathy, creates a stressful work climate and reduces employee commitment to the organisation (Sunarti et al., 2025). The term "toxic leadership" is gaining popularity and refers to a type of leadership that is harmful, dangerous, and negatively impacts the people around it and the organisation's overall performance (Efandi et al., 2023). Toxic leadership is a dominant factor strongly suspected of causing turnover intention. At PT Gajah Mada Teknik, where efficiency and precision are essential, a strong leader is crucial to creating a positive work atmosphere. However, toxic leadership styles—such as authoritarian behaviour, disrespect for subordinates, or actions that undermine employee self-esteem—will create a toxic work culture. Employees feel they have no bright future within the company due to this unhealthy leadership. As a result, they begin to look for opportunities elsewhere.

Besides leadership factors, job insecurity is also a real threat. Job insecurity stems from two sources: employees' fear of losing their jobs and anxiety about potential job losses, which threaten their job status. Job burnout is a component of work well-being that is often associated with job instability and impacts work productivity (Nurlaili et al., 2025). If a company cannot provide job security to its employees, they tend to decrease their performance and commitment to the company, have a higher desire to leave, and experience physical or mental health problems (Ayu & Wita, 2023). When an employee feels threatened by the prospect of losing their job or its associated benefits, they experience job insecurity. Employees are psychologically motivated to take precautionary measures by seeking employment that is perceived as more secure and stable.

The importance of this research stems from the rising turnover intention in the company. Many turnover studies focus only on compensation or workload. Few studies combine external organisational factors with internal personal factors or poor leadership. This research will produce new findings in human resource management science in the engineering industry. It will be conducted at a specific company, PT. Gajah Mada Teknik. This study aims to determine the impact of toxic leadership and job insecurity on increasing turnover intention, both partially and simultaneously.

LITERATURE REVIEW

Toxic leadership

Toxic leadership is a harmful and ineffective leadership style in which leaders behave in ways that are detrimental to their subordinates and the organisation as a whole. Toxic leaders tend to use their power for personal gain while neglecting their employees' emotional well-being (Nurlaili et al., 2025). Toxic leadership focuses solely on self-improvement and lacks emotional stability, harming its employees (Lubis, 2025). Toxic leadership is a set of unhealthy attitudes, motivations, and behaviours that can affect task performance within the organisation and among direct reports. Previous research has shown that toxic leaders not only cause numerous negative effects in the workplace but also reduce employee performance. These studies also suggest that toxic managers are unaware of the dangers they pose; they tend to focus on immediate success while ignoring the long-term harm they inflict on their employees (Ogbonda & Amadi, 2022). The higher the level of toxic leadership in an organisation, the higher the desire of employees to leave (Harroviantin & Tandelilin, 2025). They feel superior to others and seek recognition and praise. They may prioritise their own interests over understanding team members' needs and feelings. To measure the Toxic Leadership variable, we have established the following indicators: abusive behaviour, self-interest, and authoritarian leadership.

Job Insecurity

The problem of job insecurity is the threat of moving to another field that is not yet mastered, and poor performance can result in a reduction in rank and position, raising concerns about job uncertainty or termination of employment (Munawar, 2024). Job insecurity is a future-focused phenomenon and can be defined as a feeling of powerlessness to maintain a desired job, grounded in subjective experiences stemming from an individual's perception and interpretation of their actual work environment (Susanto, 2023). Job insecurity is defined as a person's inability to maintain the working conditions they expect. This phenomenon is not only related to the possibility of job loss but also involves psychological stress and

uncertainty arising from the dynamics of the work environment (Rosdiani et al., 2026). A condition felt by an employee, such as fear, fear of losing their job, and uncertainty about the sustainability of their employment in the future, is called job insecurity (Ningrum et al., 2021). Previous research has also examined the relationship between job security and turnover intention. The number of employees experiencing insecurity (fear of losing their job or contract) is positively correlated with their intention to quit (Rahmadiani & Kusdiyanto, 2024). Feelings of job insecurity significantly impacted the desire to leave a job. This aligns with the theory that job dissatisfaction is often caused by a variety of factors (Septianna & Ratnasari, 2021). Indicators for the Job Insecurity variable are: Uncertainty about the future, Threats to job features and Powerlessness (Rosdiani et al., 2026).

Turnover Intention

Turnover intention is the desire to move, in this case, to leave the current workplace. Employees leave because they feel comfortable in their current workplace (Ningrum et al., 2021). Turnover intention is the tendency or desire of an employee to voluntarily leave their job or move to another workplace, of their own will (Fitri et al., 2026). Turnover intention is a temporal stage that begins with an employee who is not actively seeking another job and ends with the employee's decision to leave the company (Susanto, 2023). Employees have a conscious tendency or desire to seek alternative employment elsewhere. Based on the explanation above, it can be concluded that intention to quit is a situation that must be addressed immediately by the company. High turnover rates usually indicate that employees are dissatisfied with their jobs or their company. However, this dissatisfaction can be caused by a variety of reasons, such as feeling undercompensated, unappreciated, or the work being too challenging (Septianna & Ratnasari, 2021). High employee turnover intentions are reflected in high employee turnover rates. Ultimately, this disrupts company operations and impacts the company's goals (Rahmadiani & Kusdiyanto, 2024). Indicators of turnover intention include thinking about leaving, wanting to find a job, and expecting to leave.

RESEARCH METHOD

This study, using quantitative methods and multiple linear regression, examines the extent to which Toxic Leadership and Job Insecurity contribute significantly to high turnover intentions. The population in this study is all employees of PT. Gajah Mada Teknik Mojokerto has a total of 100 employees. In this study, the saturated sampling technique is used, a method in which all members of the population are sampled. The data collection method uses a Likert-scale questionnaire with responses ranging from 1 to 4. To ensure excellent research results, instrument testing is needed; this test aims to ensure that the data obtained is objective. This test includes Validity and Reliability Tests. To test the hypothesis using the t-test and F-test. To test the model's ability, the Discontinuity Coefficient test is performed.

RESULTS AND DISCUSSION

Results

The validity of the statements or indicators employed is assessed using validity tests. To test validity, the calculated r value (Pearson Correlation) is typically compared with $r > 0.4$ or the significance value ($\text{Sig} < 0.05$). The test results are as follows:

Table 1
Validity Test Results

No	Variabel	Indicator	Calculated r value	Table r values	Sig Value	Remarks
1	Toxic Leadership	X1.1	0,887	0,4	0,000	Valid
		X1.2	0,866	0,4	0,000	Valid
		X1.3	0,843	0,4	0,000	Valid
2	Job Insecurity	X2.1	0,818	0,4	0,000	Valid
		X2.2	0,767	0,4	0,000	Valid
		X2.3	0,801	0,4	0,000	Valid
3	Turnover Intention	Y1.1	0,831	0,4	0,000	Valid
		Y1.2	0,850	0,4	0,000	Valid
		Y1.3	0,863	0,4	0,000	Valid

Source : Data Accessed 2026

The test results indicate that the calculated r value is > 0.4 and the sig value is < 0.05 . From these results, it can be concluded that all indicators or statements on the questionnaire are valid. Based on the test results, which showed no problems, we will proceed to the next stage: reliability testing. Reliability tests are used to determine whether the indicator is a reliable measure. The criteria for determining the reliability of Cronbach's Alpha: value > 0.6 .

Table 2
Reliability test results

No	Variabel	Cronbach's Alpha	Cronbach's Alpha Results	Remarks
1	Toxic Leadership	0,6	0,832	Reliabel
2	Job Insecurity	0,6	0,710	Reliabel
3	Turnover Intention	0,6	0,805	Reliabel

Source : Data Accessed 2026

The results of the table above indicate that the Cronbach's Alpha values for the variables Toxic Leadership, Job Insecurity, and Turnover Intention are > 0.6 , so it can be concluded that the indicators or statements used are reliable. If the instrument's test results are good and it is qualified, the test can continue. A linear relationship between one dependent (bound) variable and one or more independent (free) variables is displayed by multiple linear regression. The test results are as follows:

Table 3
Test results of the Multiple Linear Regression Test

Model	Unstandardised Coefficients		Standardised Coefficients	t	Say.
	B	Std. Error	Beta		
	1 (Constant)	0,996	0,309		
Toxic Leadership X1	0,384	0,092	0,409	4,185	0,000
Job Insecurity X2	0,290	0,106	0,268	2,742	0,007

Source : Data Accessed 2026

From the above results, it can be explained for the multiple linear regression equation as follows:

$$Y = 0.996 + 0.384X_1 + 0.290X_2 + e$$

The interpretation of the results is :

1. The constant value is 0.996. This result explains that if the independent variable has a value of 0, then the dependent variable has a value of 0.996.
2. The coefficient value (β_1) in the Toxic Leadership variable (X_1) was 0.384. This result can be explained by the fact that the greater the extent of Toxic Leadership, the greater the likelihood of Turnover Intention among employees.
3. The coefficient value (β_2) in the Job Insecurity variable (X_2) is 0.290. This result can be explained by the fact that the greater the extent of Toxic Leadership, the greater the likelihood of Turnover Intention among employees.

Next, hypothesis testing was carried out. Hypothesis testing is used to assess the extent to which independent variables influence the dependent variable (t-test). The criterion for determining that an independent variable has an influence is that the value of t is $>$ the t -table value, or that $\text{sig} < 0.05$. It is concluded to have an influence. Moreover, vice versa if t counts $<$ t table, or $\text{sig} > 0.05$ then it has no effect. Moreover, for simultaneous hypothesis testing (F Test), the criteria determine that an independent variable has an influence. It can be seen that if the value of F is calculated $>$ F of the table, or the value of $\text{sig} < 0.05$, then it is concluded to have an influence. Moreover, if F counts $<$ F table or $\text{sig} > 0.05$, then it has no effect. The test results are as follows:

Table 4
Partial Test Results (t-test)

Model	t	Sig.	Remarks
Toxic Leadership X1	4,185	0,000	Influential
Job Insecurity X2	2,742	0,007	Influential

Source : Data Accessed 2026

The Toxic Leadership variable has a t-test value of $4.185 > 1.96$ and a sig value of $0.000 < 0.05$, indicating that it affects the Turnover Intention variable. The hypothesis is accepted. Meanwhile, the Job Insecurity variable has a t-value of $2.742 > 1.96$ and a sig value of $0.007 < 0.05$. This result shows that the Job Insecurity variable influences the Turnover Intention variable. The hypothesis is accepted. Furthermore, the second hypothesis test is the stealth test, also known as the F test.

Table 5
Simultaneous Test Results (F-test)

Model	Sum of Squares	df	F	Sig.	Remarks
1 Regression	9,143	2	27,382	,000b	Influential
Residual	16,194	97			
Total	25,336	99			

Source : Data Accessed 2026

Based on the table above, it is known that the F value is calculated as $27.382 > 3.087$ and the sig value is $0.000 < 0.05$. This result can be explained by the fact that the variables Toxic Leadership and Job Insecurity simultaneously influence Turnover Intention, thereby supporting the hypothesis. Next, a determination coefficient test was used to assess the percentage of variation in the dependent variables explained by the independent variables. The test results are as follows:

Table 6
Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,601a	0,361	0,348	0,40859

Source : Data Accessed 2026

The results of the above test show an R-squared value of 0.361. This result can be explained by the poor quality of the regression model, as evidenced by values below 0.5. However, the influence of the independent variables on the dependent variable is 0.361 (36.1%), with Turnover Intention Level influenced by Toxic Leadership and Job Insecurity. Variables outside those studied influenced the remaining 63.9%.

Discussion

The Effect of Toxic Leadership on Turnover Intention

The results of the above test show that Toxic Leadership affects Turnover Intention. This result is supported by the $t\text{-value} > t\text{-thick}$ and the value of < 0.05 . With a coefficient value of 0.384 or 38.4%. This means that when Toxic Leadership is increased, the Turnover Intention rate increases by 38.4%. The results of this study show that leader behaviour is very important to retain employees at PT. Gajah Mada Teknik. Based on questionnaire data, authoritarian behaviour and the lack of appreciation by superiors for technical tasks completed are the indicators most felt by employees. This leads to emotional exhaustion, making employees feel that being part of the company is no longer worth the mental pressure they can accept. To support employee success and well-being, organisations must address toxic leadership (Octavian, 2023). The results of this study align with (Lubis, 2025) research. The results indicate that the toxic leadership variable (X1) does not have a significant effect on turnover intention (Y). The results of this study align with oleh (Soomro et al., 2024) who found a partial mediating effect of toxic leadership variables on

employee exit intention and employee involvement. In addition, these findings empirically support previous research that stated that leadership is a major "pulling" or "driver" factor in the turnover phenomenon.

The Effect of Job Insecurity on Turnover Intention

The test findings above indicate that job insecurity affects turnover intention.. This result is proven from the t-value of $> t$ -thick and the value of < 0.05 . With a coefficient value of 0.290 or 29%. This means that when Job Insecurity among leaders increases, the Turnover Intention rate increases by 29%. This indicates that H2 is supported, suggesting that job insecurity has a positive and significant impact on turnover intentions at PT. Gajah Mada Teknik Mojokerto. Employees are more likely to look for other jobs if they feel insecure about the sustainability of their work. This result allows the management of PT. Gajah Mada Teknik Mojokerto aims to demonstrate the company's stability and clear career path. By providing job security through clear contracts and employee development programs, we will reduce employee anxiety, which in turn will reduce the desire to leave the job. Employees believe that they will not be fully committed if the company cannot guarantee their future. Uncertainty reduces emotional bonding, which ultimately results in a strong desire to leave the organisation. This research aligns with (Susilowati et al., 2024), who found that job insecurity positively and significantly influences the intention to quit work. This means that the higher the level of job insecurity among employees, the greater the intention to quit will be. Moreover, (Rosdiani et al., 2026) research supports this finding. Based on the data presented, this study confirmed that job insecurity significantly contributes to the emergence of turnover intention among employees of PT Krakatau Jasa Logistik. Therefore, uncertainty about job status is a major factor driving employee turnover.

The Effect of Toxic Leadership and Job Insecurity on Turnover Intention

The F-count value of 27.382 was obtained from the simultaneous F test, with a significance level of 0.000 (< 0.05). The results supported the third hypothesis (H3), indicating that poor management and job insecurity significantly influenced the desire to leave PT. Gajah Mada Teknik Mojokerto. In addition, the value of the R Square determination coefficient of 0.361 showed that the variables of job insecurity and toxic leadership were able to explain the variation in employee change intention of [36.1%]. Other factors influenced by this study include compensation, workload, and physical work environment. The results show that employees of PT. Gajah Mada Teknik chose to leave the company due to internal company pressures and concerns about the future. On the one hand, they face an unpleasant boss; on the other, they feel their jobs are unsafe due to contract ambiguity or company uncertainty. This combination speeds up the termination process, as employees feel there is no longer any reason to continue working in a financially and mentally uncertain environment.

CONCLUSION

The results of the data analysis showed that the research instruments used at PT. Gajah Mada Mojokerto Engineering to assess the variables of Toxic Leadership, Job Insecurity, and Turnover Intention are valid and reliable. The validity test results show that the calculated value is greater than the rtable for each statement. Therefore, the questionnaire as a whole can accurately measure research phenomena. In addition, the reliability test yielded a Cronbach's Alpha value above the minimum standard of 0.60, indicating that the tool is highly consistent for repeated data retrieval.

The results of the hypothesis test also show that independent variables have a significant impact both partially and simultaneously. In the partial test (t-test), both toxic leadership and job insecurity had positive, significant effects on employees' high intention to change jobs at PT. Gajah Mada Teknik. At the same time, the F test results showed that the two variables together made a significant contribution to predicting employees' intention to change jobs. This suggests that the two main factors driving employee disloyalty are poor leadership behaviour and job status uncertainty.

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