The Influence of Leadership Style and Job Insecurity on Turnover Intention PT. Hoffmen Energi Perkasa

Ice Tribuana Putri, Nofal Supriaddin, Mahmuddin A. Sabilalo.

Master of Management Study Program, Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari, Indonesia

— · — · — · — · — · — · — · — **ABSTRACT** — · — · — · — · — · — · — ·

The aim of this research is to test and explain the influence of leadership style and job insecurity on turnover intention at PT. Hoffmen Energi Perkasa. This research approach is a survey with an explanatory research design. Data collection was carried out using a survey method using an instrument in the form of a questionnaire. The population of this research is all employees of PT. Hoffmen Energi Perkasa, totaling 219 people. The sample was determined using the Slovin formula with a precision of 10%, resulting in a total sample of 69 people. The analysis equipment used is Partial Least Squares (PLS) Analysis. The research results show that (1) Leadership Style has a significant effect on Turnover Intention. (2) Job Insecurity has a positive and significant effect on Turnover Intention. Thus, it can be concluded that changes in increasing Leadership Style and Job Insecurity have a positive and significant contribution to increasing Turnover Intention.

Keywords: *Job Insecurity, Leadership Style and Turnover Intention*

I. INTRODUCTION

Competition in the business world is no longer a new thing, but rather intense competition. This can also be seen from the emergence of new competitors and established competitors in a business field. One of the business competitions in Indonesia is a mining company that produces final products in the form of buildings or other physical forms, either in the form of facilities or infrastructure that serves to increase the growth and development of various fields in Indonesia.

An activity that aims to establish a company that requires resources, both costs, labour, materials and equipment. Human resources are the most important asset, because they are a key factor in the success of a business, especially in the mining sector where most of the work in it is done by human labour. Therefore, the role of humans as human resources in a company cannot be separated and is one of the key elements of success in the sustainability of the company (Othman, Napiah and Potty, 2014).

PT Hoffmen Energi Perkasa is one of the companies in North Moramo Sub-district, South Konawe Regency which operates Moramo stone mining which affects the lives of the people of Wawatu Village. At PT Hoffmen Energi Perkasa there is a problem where the turnover rate is very high.

Turnover is very high. This is a factor that hinders the progress of the company, because employees of PT Hoffmen Energi Perkasa have an important role in advancing the company. For this reason, an organisation really needs quality human resources, technology and organisational structure to be ready to face the industrial revolution 4.0 era, besides that these elements are interrelated with each other to increase the effectiveness of an organisation's employees.

One of the most important assets that a company cannot deny is an employee (HR). Human resource management has a meaning that is closely related to the management of human resources or employees in the company.Human resources can also be referred to as personnel. Resources are factors owned by an organisation that help the organisation carry out operations or carry out its activities (Budiarti, 2021). Employees as the driving force of the organisation in realising its existence, or potential which is an asset that functions as non-material capital in business organisations, which can be translated into real physical and non-physical potential in realising the existence of the organisation (Leuhery, 2018).

Fatimah & Ratnasari (2017) explain that human resource management (HRM) is the science and art of regulating the role of labour relations so that they are effective and efficient in helping to realise the goals of the company, employees and society.

The role of employees or employees is very important for the running of a business or business. Employees or employees are assets owned by an organisation or company, without the participation of employees the company's activities or activities will not run. A plan, system, process, and goal that a company wants to achieve includes employees as the main factor.

Companies that pay special attention to their employees, especially viewing them as assets and capital must focus on developing and improving the performance of their employees. The success of an organisation cannot be separated from human resource activities. The high level of competition requires companies to be able to empower their human resources to increase the competitiveness of the company.

According to Rizaldi (2017) To achieve the company's goals, it is not only determined by the amount of funds owned, the technology used, or the facilities and infrastructure available in the company, but there are things that are most important in the process of uniting the factors owned by the company in the context of the process of achieving its goals, namely Human Resources. According to NR Arumsari (2017) these activities will run smoothly, if they utilise management functions.

The functions of human resource management are planning, organising, directing, controlling, developing, compensating, integrating, maintaining, disciplining, and dismissing. Good human resource management is one of the main problems of the organisation to obtain the highest level of employee development effectively and efficiently, so that it is expected to improve employee performance. Human resource management exists due to the existence of organisational behaviour owned by human resources as a driver of organisational activities in order to achieve goals. Along with the development of a company, various problems related to human resources will arise. One of the serious problems concerning company HR is Turnover intention.

Turnover leads to the final reality faced by the organisation in the form of the number of employees who leave the organisation in a certain period, while Turnover intention refers to the results of individual evaluations regarding the continuation of the relationship with the organisation and has not been manifested in definite actions to leave the organisation (Rachmah, 2017).

According to Sa'diyah (2017) Turnover is the process by which employees leave the organisation and must be replaced immediately. And this is one of the biggest losses that the company will experience when many of its employees leave the company, especially when the employees who leave are potential employees. Until in the end the desire of employees to leave the company increases.

Employee exit from work is the final reality faced by a company because it affects the number of employees who leave the company in a certain period. While the desire to move refers to the results of individual evaluation. Resignation, movement out of an organisational unit or company, dismissal, or death of an organisational member constitutes Turnover.

Employee turnover or the entry and exit of employees from a company is an important phenomenon in organisational life. There are times when employee turnover has a positive impact. However, most employee turnover has an adverse effect on the organisation, both in terms of costs and in terms of lost time and opportunities to take advantage of opportunities. The results of the initial survey of Turnover intention variables conducted by PT Hoffmen Energi Perkasa there are indications of problems in terms of employees who can leave the company if the employee gets a better job than the company currently working at PT Hoffmen Energi Perkasa.

Several factors are believed to influence the formation of Turnover intention in employees in a company. Such as research conducted by Herawati & Romandhini (2021) which states that one of the reasons employees have the intention to move from work in the company is the characteristics of the leadership of a company. When employees feel comfortable with their leaders, employees are more likely to stay in the company, otherwise when the leader is a source of discomfort for employees, the tendency to leave the company will increase (Kevin, 2017).

The leadership style applied at PT Hoffmen Energi Perkasa tends to be a charismatic leadership style because the leader of the company sets an example for employees through daily behaviour that promotes honesty and also discipline by always being present at meetings in the morning. Dissatisfaction with the compensation obtained will affect job satisfaction as well because if the Leadership Style that compensates and is not comparable to what is expected by employees, employees will experience a decrease in job satisfaction and will also affect the company in performance and productivity even with the dissatisfaction that occurs with employees, and Turnover intention can also occur.

The results of the initial survey of Leadership Style Variables conducted at PT Hoffmen Energi Perkasa there are indications of problems in terms of leaders who do not motivate their employees to encourage employees' ability to achieve the goals of the company PT Hoffmen Energi Perkasa.

The second factor that can affect the level of an employee's desire to change places is Job Insecurity. Job Insecurity is one of the factors for employee turnover. The psychological condition of a person (employee) known as 'job insecurity' manifests as feelings of tension, anxiety, stress and anxiety about continuing to work as a result of the risks posed by the circumstances and conditions of the workplace as a consistently unpleasant working situation.

Higher levels of job insecurity will cause employee concerns, which will make them uncomfortable and make them want to leave their jobs, among other things, job insecurity has adverse consequences on both people and organisations (Mardika and Yogatama, 2021). This is in accordance with research conducted by Septiani & Ardana (2016) which states that there is a positive influence of the Job Insecurity variable on employee turnover intention.

Job Insecurity is conceptualised as uncertainty and lack of control over the future continuation of employees' jobs (Setiawan & Putra, 2016). Smithson & Lewis (in Nurfauzan & Halilah, 2017) define Job Insecurity as a psychological condition of an employee who shows confusion or insecurity due to changing environmental conditions (perceived impermanance). These changes can affect certain groups within the organisation, encouraging their understanding of job insecurity. While other causes are psychological stress experienced by employees such as fatigue and low employee morale. This can have an impact on the mental health of employees in the workplace, which is likely to lead to the desire of employees to leave the company and switch to another job (Marzuqi, 2021).

The results of the initial survey of Job Insecurity variables conducted at PT Hoffmen Energi Perkasa, there are indications of problems in terms of employees who feel threatened by the possibility that may occur and can affect the overall work of employees.

II. LITERATURE REVIEW

To find out which parts of the research have been studied and which parts have not been revealed, prior research is required to determine the focus of research to be studied. The following is a summary of research that has been conducted by previous researchers: Kristiyanto, T. (2023) with the title The Effect of Workload, Job Insecurity and Leadership Style on Turnover intention (Doctoral dissertation, Putra Bangsa University) explained that The results of the simultaneous test (F test) also show that this study has an effect together with an F value of 55,346. The results of the coefficient of determination test in this study are 82.7% which can affect Turnover intention in employees in the courier service section of J & T Express Gombong Branch, Kebumen.

Fiorincia Nurti Widayati (2021) with the title The Effect of Leadership Style, Workload, and Job Insecurity on Employee Turnover intention explained that The results showed that leadership style has an insignificant effect on turnover intention, workload has a significant effect on turnover intention, and job insecurity has a significant effect on turnover intention.

Wiwin L. Husin (2021) with the title The Effect of Job Insecurity and Workload Against Turnover intention at PT. Telkom explained that Based on the results of the research and discussion, it is concluded that Job Insecurity (X1) and workload (X2) simultaneously have a positive and significant effect on Turnover intention (Y) at PT. Telkom Akses Groontalo. (Y) at PT Telkom Akses Gorontalo. Job Insecurity (X1) has a positive and significant effect on Turnover intention (Y) at PT. Telkom Akses Gorontalo. (Y) at PT Telkom Access Gorontalo. Workload (X2) has a positive and significant effect on Turnover intention (Y) at PT. (Y) at PT Telkom Access Gorontalo.

Siti Solehah & Sri Langgeng Ratnasari with the title The Effect of Leadership Style, Workload, Job Insecurity on Turnover Intention Employees of PT Federal International Finance Batam Branch explained The results of the F test show an F value of 7.836 (F count)> 2.78 (F table) and a significance value of 0.000 <0.05 so that the decision taken is Ho rejected and Ha accepted. This result shows that the variables of Leadership Style (X1), Workload (X2), and Job Insecurity (X3) simultaneously have a significant effect on the Turnover intention variable (Y).

III. RESEARCH METHODS

This type of research uses a quantitative approach, which involves collecting and analysing numerical data to test hypotheses and measure the variables studied. The appropriate type of research is explanatory research, which aims to explain the causal relationship between the independent variables (leadership style and job insecurity) and the dependent variable (turnover intention).

The research design used is survey research, in which data is collected through questionnaires or other measurement instruments from a sample of employees of PT Hoffmen Energi Perkasa. This research uses a cross-sectional design, where data is collected at one specific point in time, or a longitudinal design, where data is collected over several periods of time to see changes that occur.

In this study the population in question the population in this study were employees of PT Hoffmen Energi Perkasa. The number of employees who became the population of this study was 219 people.
Furthermore, the sample size of this study was determined using the Slovin formula quoted from Uma Sekaran (2006), as follows:

$$n = \frac{N}{1 + N(e)^2}$$

The sampling technique was carried out randomly (random sampling), thus obtaining the following sample distribution:

$$n = \frac{219}{1 + 219(0.10)^2} = 68,6 \text{ person equal to 69 person}$$

At a precision level of 10%, from a population of 219 employees, a sample size of 69 people was obtained. Thus the sampling number determined in this study was 69 person.

Primary data includes respondent statement data on Leadership Style, Job Insecurity and Turnover intention. This primary data source is obtained from respondents by distributing questionnaires directly to respondents. In this study, secondary data sources were obtained from sources and information from the database file of PT Hoffmen Energi Perkasa.
Data collection techniques used survey method by :

1. The questionnaire was conducted by distributing questions to employees of PT Hoffmen Energi Perkasa. The questionnaire made is closed, namely questions that are made in such a way that the respondent is limited in giving answers to several alternatives or to one answer only. The questionnaire distribution was carried out by visiting the employees and explaining the questionnaire and waiting when the lift could be taken back.
2. Interview This research was conducted by contacting some respondents who were considered to have good knowledge and ability to provide an explanation of this research study in order to obtain more complete information for data analysis in this study. Researchers prioritise taking interview data with respondents so that the conditions of leadership style, job insecurity and turnover intention are known.
3. Documentation Documentation in this study was carried out to obtain written data regarding the number of employees, continuity of activities, profile of PT Hoffmen Energi Perkasa and other written data related to this research.

Data measurement in this study uses a Likert scale. In data processing, the Likert scale is included in the interval scale, the determination of the Likert scale in this study is made on a scale of 1 to 5. The guidelines for measuring all variables are to use a 5 point Likert scale, where if there is an answer with a low weight, a score of 1 (one) is given and so on so that a high weighted answer is given a score of 5 (five). The category of each answer with criteria by Malhotra (2010) and Cooper & Sehindler (2006), namely:
1. Very unfavourable/strongly disagree (score 1).
2. Not Good/Disagree (score 2)
3. Neutral (score 3)
4. Good/Agree (score 4)
5. Very Good/Strongly agree (score 5)

This study employs a multivariate approach that uses more than two variables for statistical analysis of the study. PLS multivariate analysis, including statistical analysis for research using more than two variables, will be used for data management in this report. PLS calculations use Algorithm and Bootstraping. The PLS Algorithm is a regression series.

By performing PLS Algorithm calculations, information will be obtained that will be used to analyse research data, especially to see the values commonly used for PLS analysis and Bootstraping is a resampling procedure. The statistical significance of various PLS- SEM findings such as route coefficients, Cronbach's alpha, HTMT values and R^2 (Azuar Juliandi 2010) can be checked by bootstraping. The PLS study was conducted in three stages: Analysis of outer models, Analysis of inner models and Testing the Hypothesis.

1. Analysis of outer models

The model that describes the relationship between latent variables (constructs) and their indicators is the Outer Model. The relationship of these factors with measurement theory. The relationship between constructs (latent variables) and indicators should be analysed with:
a. Construct Reliability and Validity

Construct reliability and validity This is a test to assess the reliability of the construct. The accuracy of the design score should be high enough. Parameters for good build reliability and validity can be seen from: Composite Reliability: >0.6 (Chin & Dibbern, 2010).
b. Discriminant Validity

Discriminant validity, the degree to which a construct is completely distinct from other constructs (the construct is unique) and from which it can be seen to calculate discriminant validity: Heretroit-Monotrait Ratio (HTMT).
However, the best recent calculation on the Smart PLS website is to look at the Heretroit-Monotrait Ratio (HTM) value. A construct has good discriminant validity if the HTMT value is <0.90 (Jörg Henseler Christian; M. Ringle; Marko Sarsted; 2015.

2. Analysis of inner models

This model describes the relationship between latent variables (constructs) is an inner model. The relationship between latent variables is based on theory, logic, or realistic experiences that have been observed by previous researchers. Analyse the relationship between constructs (between latent variables), namely exogenous and endogenous and the relationship between them:
a. *R-Square*

R-Square is a calculation of the proportion of the difference in the value of the affected variable (endogenous) that can be explained (exogenous) by the variables that affect it. To predict whether a model is good/bad, it helps.
b. *Direct Effect*

To test the hypothesis of a direct effect of an influencing (exogenous) variable on an affected (endogenous) variable, direct effect analysis is useful. Criteria for this:
1) Path coefficient

If the path coefficient value is positive, then the effect of a variable on is unidirectional, if the value of an exogenous variable increases / increases, the value of the endogenous variable also increases / increases.
3. Testing the Hypothesis
a. Ha is accepted if the p value <0.05.
b. Ho is rejected if the p value > 0.05.

Referring to the identification of variables that have been stated above, the operational definition of each variable studied can then be explained as follows:

1. **Leadership Style (X1)**, which is meant in this study is the ability of the leadership of PT Hoffmen Energi Perkasa to direct, influence, encourage and control employees to be able to do something work on their awareness and voluntarily in achieving the vision and mission of PT Hoffmen Energi Perkasa.
2. **Job Insecurity (X2)**, which is understood in this study is the entire concern or sense of security of employees of PT Hoffmen Energi Perkasa about the existence of their future job continuity.
3. **Turnover intention (Y)**, which is meant in this study is the behaviour of PT Hoffmen Energi Perkasa employees who voluntarily, intentionally or involuntarily leave PT Hoffmen Energi Perkasa within a certain period of time.

IV. RESULT AND DISCUSSION

4.1 Results

4.1.1 Description of Research Variables Leadership Style (X1)

The meaning of work leadership style in this study is the respondent's perception of the focus of attention, expectations, responsibilities, structuring work schedules, and managing time for task implementation. The work leadership style variable in the context of this study is a latent variable (unobservable variable) which is measured by 2 (two) indicators, namely: Affirmative (Combining) (X1.1) and Democracy (X1.2). The average value of respondents' answers to the two indicators measuring the Work Leadership Style variable (X1) is 3.96. This average value is included in the good category. This shows that the model or taste chosen by the leadership in running the organisation is good. Furthermore, of the two indicators of the leadership style variable (X1), the indicator that has the highest average is the affiative indicator (connecting) (X1.2) with a niali of 3.94 or with a good category, meaning that the leader's actions in directing the bahwahan are good. The individual indicators on the leadership style variable are described as follows:

1. Indicators of Affiative (Combining) (X1.1)

Statements used in the Affiative Indicator (Combining) (X1.1): Leaders try to inspire their subordinates to make suggestions, Leaders always act fairly in sanctioning every subordinate who commits an offence and Leaders can arouse my confidence to be able to complete tasks in achieving goals. The average of the three items of the Affiative Indicator (Combining) is 3.94. This shows that the Affiative Indicator (Combining) is classified in the good category.

From the two items used in the Affiative Indicator (Combining), the item that has the highest average value is that the leader always acts fairly in sanctioning every subordinate who commits an offence, with an average value of 4.07.

2. Democracy Indicator (X1.2)

Statements used in the Democracy Indicator: Leaders always act fairly in sanctioning every subordinate who commits an offence, Leaders always try to pay attention to the welfare of subordinates, for example providing health benefits, transportation or others and Leaders always provide opportunities for opinion in solving a problem. The average of the three Democracy Indicator items is 3.90, which indicates that the Democracy indicator is good.

From the three items used in the Democracy Indicator, the item that has the highest average value is that the leader always provides an opportunity to have an opinion in solving a problem, with an average value of 4.06. This shows that employees in carrying out their duties always prepare themselves.

4.1.2 Description of Research Variables *Job Insecurity* (X2)

The purpose of Job Insecurity in this study is the respondent's perception of all the concerns or insecurity of PT Hoffmen Energi Perkasa employees about the existence of their future job continuity. The Job Insecurity variable is measured by 3 (three) indicators consisting of Powerlessness Indicators (X2.1.) namely I am worried if the company will lay off my work when I still want to work in this company, I consider the salary given to be inappropriate and I assume I will not be promoted in the near future. X2.2: The importance of work aspects i.e. There is a risk that in the coming year I will have to leave my job, I feel worried that I will be fired if I violate company regulations and I feel threatened with losing my job because of disputes between employees in the company. X2.3: The possibility of negative changes in the work environment i.e. I feel helpless in dealing with the circumstances that exist in the work environment, I am very afraid if the work I do has many mistakes that I make and I feel helpless against company regulations that are quite burdensome.The ratio of the respondents' answers to the three variable measurement indicators of Job Insecurity (X2) is 3.74. This ratio belongs to the good category. Next to the three Job Insecurity Indicators above, there are the indicators with the highest average value, i.e. the Indicator of Important Meaning of an Aspect of a Job with an average rating of 4.10 or with a very good category. As for each indicator on the job insecurity variable, it is described as follows:

1. Indicator of Invalidity (X2.1.)

Statements used on the Invalidity Indicator include: I'm worried if the company quits my job when I still want to work in this company, I consider the salary given inappropriate and I assume I won't be promoted in the near future. The ratio of the three Indicator of Invalidity items is 3.67. This indicates that the Indicador is in a good position. Of the three items used on the indicator, the item with the highest ratio is I assume will be promoted in the near future, with the ratio being 3.61. It shows that the employee's expectations of being promoted are good.

2. Indicators Significance Important Aspects of Work (X2.2)

Statements used on Indicators Meaning important aspects of the job: There is a risk that in the coming years I will have to leave my job, I feel worried that I will be fired if I violate the company's rules and I feel threatened to lose my job due to the existence of an employee's dispute in the company. The ratio of the three items of the Challenge indicator is 3.73. This indicates that the Challenge indicator belongs to the category of good. It shows that the Challenge

has a positive impact on the employee in carrying out his/her job. Of the three elements used on the Important Aspects of the job indicator, the item with the highest ratio is: the risk that in the coming year I will have to leave my job, with a ratio as 4.10. It shows that the risk of employees at PT. Hoffmen Power Energy to move is very high.

3. Indicators Supporting Possible Negative Changes in the Working Environment (X2.3)

The statement used on the Potential Negative Changes in the Working Environment Support Indicator is that I feel resilient in the face of the circumstances in the work environment, I am very afraid if the work I do is a lot of mistakes I make and I feel helpless to corporate regulations that are quite overwhelming. Of the three items of the Support indicator, the probability of negative changes in the work environment is 3.72 This indicates that the Support Indicator belongs to a good category. Of the 3 items used in the Support Index, the item with the highest probability is Generally, i.e. I feel resilient in the face of the working environment situation, with a ratio of 3.86. This is proof that the employee in the face of the circumstances in the working environment is good.

4.1.3 Description of Research Variables *Turnover Intention (Y)*

The meaning of Turnover Intention in this study is the respondent's perception of being a behavior that is voluntarily, deliberately or involuntarily to leave PT. Hoffmen Power Energy within a certain period of time.

The Turnover Intention variable is measured with 3 (three) indicators consisting of the Mind Indicator to Out (Y.1) The Mind to Out which consists of several assumptions namely, I am not frequently absent from work, I continue to consider not going on working hours and I do not often write down working hours because there are personal interests. Y2: The intention to find another job is the following: I have no intention of seeking another job, I always develop myself to stay in the workplace that is now, I have always been looking for a way not to leave the job. Y3: The intent to exit the company consists of several items of trust: I often execute orders of superiors; I do not wish to quit the job because I am optimistic about getting the promotion ahead and I remain in the company when even the job from month to month there is no increase in income. The ratio of the respondents' answers to the three indicators of the measurement of the Turnover Intention (Y) variable is 3.94. This ratio belongs to the good category. Next to the above three Turnover Intent Indicators, there are indicators with the highest average value, namely the Intentions to Find Another Job Indicator with an average rating of 4.00 or with a very good class. As for each indicator on the turnover intention variable, they are described as follows:

1. Indicator of Mind to Exit (Y.1)

Statements used on the Exit Mind Indicator (Y.1) include: I'm not frequently absent from work, I keep considering not going on working hours and I don't often resume working hours because of personal interests. The ratio of the three items of the Mind to Out Indicator is 3.79. This indicates that the Mind not to Out indicator is good. Of the three elements used on the Mind To Out, the item with the highest ratio is I always expand myself to stay in the current workplace, with a ratio not exceeding 4.00. It shows that employees have performed their duties well.

2. Intention indicator to find another job (Y.2)

Statements used on the Intention Indicator to Find Another Job: I have no intention of looking for another job, I have always been expanding myself to stay in the current workplace, I am always looking for a way not to leave the job. The ratio of the three items of the Intention to Find Another Job indicator is 4.00. This indicates that the intention to find another job indicator (Y.2) belongs to a very good category. Of the three elements used on the Intuition to Find Other Job (Y.2), the item with the highest ratio is I do not intend to find other jobs, with a ratio rate of 4.06. It shows that the employee's intention to survive on the company is very strong.

3. Indicator of intention to exit the company (Y.3)

Statement used on the Intention Indicator to exit the company: I frequently execute orders of superiors, I have no desire to leave the job because I am optimistic about getting his promotion ahead and I remain in the company when even the job from month to month there is no increase in income. The ratio of the three items of the Intention to exit indicator is 4.03. This indicates that the Exit Intent indicator (Y.2) belongs to the category very well. Of the three elements used on the Intent to exite indicators (Y.3), the item with the highest ratio is I remain in the company when despite employment from month to month there is no increase in earnings, with a value of 4.23. It shows that the company's employees' loyalty is very strong.

4.1.4 evaluation of measurement models

Based on the assessment of the measurement model from the bootstrapping results in the PLS method, the testing of each indicator that reflects the latent variable can be explained as follows:

1. Convergent Validity

Convergent Validity is the measurement of the validity of indicators as measurements of variables that can be seen from the outer loading of each variable indicator. An indicator is said to have a good validity, if the outer loading value is above 0.50 (Solimun, 2014). An analysis of outer load value can also be done by comparing the t-statistical value above 1.96 or (p-value $\alpha < 0.05$), then the external load value is interpreted on the constitution of each indicator on its latent variable. For a clearer description of the test results of the analysis and evaluation of the measurement model of each latent variable or construction of this study as follows:

a. Measurement of variables of ownership style (X1)

Measurement of leadership style variables is reflected through two (two) indicators namely visionary, affiliative and democratic. The outer evaluation of the model or measurement model can be seen from the outer loading value of each variable indicator.

Table 4.4 Outer Loading Leadership Style Variable (X1)

Indicator	Outer Loading
Afiliatif	0.894
Democratic	0.908

Source: Smart Process Results PLS, 2024

Based on the results of the measurement model presented in Table 4.4, it appears that both affective and democratic indicators are validly used to reflect measurements of leadership style variables. When observed the outer loading estimates obtained, the democratic indicator is the most powerful indicator in reflecting the leadership-style variable, since it has the largest outer load of 0.908. Based on this, it shows that the style of leadership is largely determined by democratic or instrumental involvement of employees in decision-making.

b. Measurement of job insecurity variables (X2)

Measurement of non-physical work area variables is reflected through 3 (three) indicators namely Invalidity, Importance of work aspects and Possibility of negative changes in the work environment The outer evaluation of the model or measurement model can be seen from the outer loading value of any variable indicator Job Insecurity can be viewed as follows:

Table 4.5 Outer Loading Variable Job Insecurity (X2)

Indicator	Outer Loading
Invalidity	0.803
Significance of important aspects of work	0.840
Possible negative changes in the work environment	0.848

Source: Smart Process Results PLS, 2024

Based on the results of the measurement model presented in Table 4.5 it appears that 3 (three) indicators, namely Invalidity, Importance of important aspects of work and Possibility of negative changes in the working environment, all valid indicators are used to reflect measurements of job insecurity variables. When observed the outer loading estimate value obtained, the Probability of negative change in the work environment indicator is the strongest indicator in reflecting the job insecurity variable, since it has the largest outer load of 0.823. Based on that, it shows that Job Insecurity is heavily influenced by the possibility of negative changes in the work environment.

c. Measurement of Variable Turnover Intention (Y)

The measurement of the Turnover Intention variable is reflected through three (three) indicators namely Thoughts to Exit, Intentions to Seek Another Job, and Intent to exit the company. The outer evaluation of the model or measurement model can be seen from the outer loading value of any variable indicator.

Table 4.6 Outer Loading Variable Turnover Intention (Y)

Indicator	Outer Loading
Thoughts of Leaving	0,875
Intentions of Looking for Another Job	0,814
Intentions of leaving the company	0,846

Source: Smart Process Results PLS, 2024

Based on the results of the measurement model presented in Table 4.6, it appears that only three valid indicators, namely Thought to Exit, Intention to Seek Another Job and Intentions to exit the company, are used. This is demonstrated by the outer loading estimate value of the indicator being greater than 0.5. When taken into consideration the estimate of the external loading obtained, the Mind To Out indicator is the strongest indicator in reflecting the Turnover Intention variable, since it has the largest outer load of 0.848.

1. *Discriminant validity*

Discriminant validity aims to test to how far a true latent structure really differs from other structures. High discriminant validity values give an indication that a structure is unique and capable of explaining a measured phenomenon. A method of testing discriminant validity is to compare the square root value of the average variance extracted (√AVE) with the correlation and construction values. If the square root value of average variance extracted (√AVE) of each variable is greater than the AVE value, the result of the discriminant validity is presented in Table 4.7.

Table 4.7 AVE values, (√AVE) and correlation between latein constructions

| Research Variable | AVE | √AVE | Correlation | | |
			Leadership Style	Job Insecurity	Turnover Intention
Leadership Style	0.812	0.901	0.900		
Job Insecurity	0.690	0.830	0.484	0.829	
Turnover Intention	0.715	0.845	0.598	0.605	0844

Source: Smart Process Results PLS, 2024

Based on Table 5.4.4 shows that each latent structure has a good discriminant validity, since the square root of average variance extracted (√AVE) of each variable is greater than the AVE value and the correlation between the other latent variables. This means that the latent variant construction of leadership style, job insecurity and turnover intention has a better discriminant validity. Thus, it can be concluded that the overall latent construction in this study is stated to be unique and capable of explaining the measured phenomena.

2. Composter Reliability

Composite reliability tests the reliability values between the indicators of the structure that forms it. The composter reliability result is said to be good, if the value is above 0.50 (Ghozali, 2015). The results of the composter reliability test of this study measurement model can be presented in Table 4.8.

Table 4.8 Reliability Test Results Measurement Models and Instruments

Variable	Composite Reliability	Result
Leadership Style (X1)	0.896	Reliabel
Job Insecurity (X2)	0.869	Reliabel
Turnover Intention (Y)	0.882	Reliabel

Source: Smart Process Results PLS, 2024

The results of the test in Table 5.4.5 processed composter reliability values of leadership style, job insecurity and turnover intention showed that the three latent variables studied had good reliability because of their value ≥ 0.50. Thus, the entire instrument used in this study has met the criteria or qualified for use in the overall measurement of the variable because of its reliability or good level of suitability and reliability.

3. Evaluation of Goodness of Fit Model

Tests on structural models are evaluated by paying attention to the percentage of variants described, i.e. looking at the $R2$ value for the dependent latent variable. The closer to the value of 1 the better the model. Similarly the opposite when below 0 (zero) indicates less models have predictive relavance. The results of the analysis are presented in the following table:

Table 4.9 Tes Result R^2

Structural Model Dependent	Variable Model	R Square
1	*Turnover Intention* (Y)	0.471

Source: Smart Process Results PLS, 2024

Based on the value of the determination coefficient (R^2), the value = 0.471 or 47.1%. This means that the accuracy of this research model can explain the diversity of leadership styles and job insecurity of 47.1%.

4.2 Discussions of Research Results

4.2.1 The influence of leadership style on Turnover Intention

Based on the results of the analysis of the direct influence of the leadership style of work on Turnover Intention obtained positive and significant path coefficient values. It shows that the leadership style of the work has an influence on the Turnover Intention. Meaning that the working leadership style can have an impact on the increase in Turnover Intention, this means that the leadership with a high degree will make a major contribution to the achievement of an organization and ultimately impact on high performance. The increased change in leadership style reflected through affective, and democracy had a positive and significant contribution to the increased Turnover Intention reflected by the Thought to Exit, the Intent to Find Another Job and the Intensity to exit the company consisted of several commitment items. Thus, the results of this study can prove that the implementation of a good working leadership style can make a positive and significant contribution to the improvement of the Turnover Intention. The results of this research are supported by the fact on the ground that the leadership style at P.T. Hoffmen Power Energy has been good in its implementation. This condition can be observed from the respondent's statement that the Afiative indicator (combined) has the highest ratio value. This indicator is a primary or priority factor in the leadership style variable, because it has the higher ratio compared to other indicators. This can be reflected through the statements of respondents whose majority agrees that P.T. Hoffmen is Powerful Energy. However, other findings show that the ownership style has no significant influence on the Turnover Intention.

4.2.2 Impact of Job Insecurity on Turnover Intention

Based on the results of the analysis of the direct impact of Job Insecurity on Turnover Intention obtained positive and significant path coefficient values. It shows that Job Insecurity has an influence on Turnover Intention. This means that Job Insecurity can have an impact on an employee's performance improvement, which means that the better Job insecurity then will affect Turnover Intention.

The results of this research are supported by the facts on the ground that stated that Job Insecurity at P.T. Hoffmen Power Energy has been good in its implementation. This condition can be observed from the respondent's statement that the important meaning indicator of the work aspect has the highest rate value. This indicator is a primary or priority factor on the Job Insecurity variable, because it has the higher rate value compared to the other two indicators. This can be reflected through the statements of respondents whose majority agrees that the mind to leave,

the intention to find another job and the intentions to leave the company consist of several good Job Insecurity claims based on the results of this study have a real contribution to the increase in Turnover Intention. Based on the results of Herawati and Romandhini (2021), Kusuma, A. H., & Wijaya, T. (2023), Arifin, M., & Ratnasari, S. L. (2023) and Sari, D. P., & Gunawan, H.(2023) that Turnover Intention, there is a significant influence between Leadership Style and Employee Turnover Intent. However, other results suggest that Job Insecurity has no significant impact on performance such as the study conducted by Kurniawan, A., & Widyanti, R. (2024) and Ari, N. P & Supartha, I. W. G. (2024).

V. CONCLUSION

Based on the results of the analysis and discussion in this study, then some conclusions can be drawn as follows:
1. Employee leadership style has a positive and significant influence on the Turnover Intention. This means that a change in employee leadership style in a better direction has a positive and significant effect on the increase in Turnover Intention in PT. Hoffmen Energi Perkasa
2. Job Insecurity has a positive and significant impact on Turnover Intention. This means that the job insecurity change in a better direction has a positive and significant effect on the increase in Turnover Intention in PT.

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