



Autocratic Leadership, Organizational Culture, and Employee Turnover Intention: Evidence from the Textile Manufacturing Industry

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ABSTRACT

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This study examines the partial and simultaneous effects of autocratic leadership and organizational culture on employee turnover intention. A quantitative descriptive-verify approach was employed using a survey method. Data were collected from 100 permanent employees selected through simple random sampling from a population of 133 employees. A five-point Likert scale questionnaire was used, and the data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, and an F-test. The results indicate that autocratic leadership has a positive and significant effect on turnover intention ($B = 0.185$; $t = 3.028$; $p = 0.003$). Organizational culture also has a positive and significant effect on turnover intention ($B = 0.211$; $t = 3.150$; $p = 0.002$). Both variables simultaneously have a significant effect on turnover intention ($F = 17.415$; $p < 0.001$) and explain 26.4% of its variance. These findings suggest that organizations should promote participative leadership, strengthen supervisor-employee communication, and foster a supportive organizational culture through fair rewards, career development opportunities, and collaborative work practices to reduce employees' intention to leave.

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INTRODUCTION

Employees represent one of the most valuable organizational resources because they sustain operational continuity, maintain product and service quality, preserve organizational knowledge, and support the achievement of strategic objectives (Vizano et al., 2020). In an increasingly competitive business environment, organizations are expected not only to recruit qualified employees but also to retain them for long-term organizational sustainability (Abet et al., 2023). High employee mobility has become a widespread concern across

industries because frequent workforce changes reduce organizational stability, increase operational uncertainty, and weaken competitive advantage (Albashiti et al., 2021). Organizations that fail to retain competent employees often experience declining productivity, reduced service quality, and disruptions in knowledge transfer. Consequently, understanding the factors that encourage employees to remain with or leave an organization has become an important issue for managers, policymakers, and researchers seeking to improve organizational effectiveness and workforce sustainability. Therefore, identifying the determinants of employees' intention to leave is essential before actual turnover occurs because turnover intention serves as an early behavioral indicator of voluntary resignation decisions (Bolt et al., 2022).

Employee turnover generates substantial consequences that extend beyond recruitment expenses and administrative costs (Chen et al., 2023). Organizations incur additional financial burdens through employee selection, onboarding, training, and productivity losses while new employees adapt to organizational routines. Indirect consequences are equally significant because experienced employees possess tacit knowledge, social networks, and practical expertise that cannot be replaced immediately. High turnover may also reduce employee morale, increase workload among remaining staff, weaken teamwork, and create instability within organizational processes. From a societal perspective, excessive employee turnover may reduce organizational competitiveness, limit business growth, and affect employment stability in local communities (Dhoopar et al., 2025). Consequently, organizations increasingly recognize turnover intention as an important management indicator because it reflects employees' psychological readiness to seek alternative employment before actual resignation occurs. Understanding the antecedents of turnover intention therefore provides organizations with opportunities to implement preventive managerial interventions that strengthen employee commitment and organizational sustainability.

This study employs several theoretical perspectives to explain the relationships among autocratic leadership, organizational culture, and turnover intention (Joseph et al., 2025). Leadership behavior is primarily interpreted through Leadership Theory, which explains that leaders influence employee attitudes, motivation, and behavioral outcomes through decision-making authority, communication patterns, and interpersonal relationships. Within this perspective, autocratic leadership is characterized by centralized authority, limited employee participation, strict supervision, and unilateral decision making (Els et al., 2021). Although this leadership style may improve efficiency during urgent situations requiring rapid decisions, excessive reliance on authority may reduce employees' psychological empowerment, perceived

organizational support, and sense of belonging. Organizational culture is explained through Organizational Culture Theory, which views culture as a system of shared values, norms, assumptions, and behavioral expectations that guide employees' daily activities. Meanwhile, turnover intention is understood as an employee's conscious willingness to search for alternative employment and voluntarily leave the organization when better opportunities become available (Iqbal et al., 2022).

Despite continuous organizational efforts to improve employee retention, many companies continue experiencing increasing turnover rates due to managerial and organizational factors. Leadership practices that excessively emphasize authority while minimizing employee participation may reduce trust, organizational commitment, and job satisfaction. Likewise, organizational cultures characterized by weak communication, limited collaboration, unfair treatment, and excessive performance pressure may create unfavorable working environments that encourage employees to consider alternative employment. These problems are particularly relevant in manufacturing industries where production targets, standardized procedures, and hierarchical supervision dominate everyday operations. PT Tiga Sedulur Sakti Purwakarta illustrates this situation through an increasing number of employee resignations during the last three years, with 10 employees leaving in 2021, 11 employees in 2022, and 13 employees in 2023. Preliminary survey results further indicate that leadership style and organizational culture were perceived as the most influential factors affecting employees' turnover intention, while many employees acknowledged actively searching for alternative employment opportunities.

Previous studies have extensively examined the relationship between leadership, organizational culture, and turnover intention; however, their findings remain inconsistent (Fadere et al., 2024). Several researchers concluded that dominant or despotic leadership significantly increases employees' intention to leave because employees experience limited participation, inadequate support, and reduced psychological well-being under authoritarian managerial practices (Iqbal et al., 2022). Conversely, Krismoko et al. reported that leadership style negatively affected turnover intention, suggesting that leadership may also reduce employees' intention to resign depending on organizational context, leadership characteristics, and employee perceptions (Krismoko et al., 2024). These contradictory findings indicate that the relationship between leadership and turnover intention remains context-dependent and requires additional empirical verification across different organizational settings, particularly within labor-intensive manufacturing industries where hierarchical supervision frequently characterizes operational management.

Research examining organizational culture has also produced varying conclusions regarding its influence on turnover intention. Numerous studies argue that supportive organizational cultures characterized by effective communication, teamwork, recognition, fairness, and employee involvement strengthen organizational commitment and reduce employees' intention to leave (Salvador et al., 2022). Other studies, however, suggest that organizational culture may influence turnover intention differently depending on cultural dimensions, organizational characteristics, industrial context, and measurement approaches. These inconsistencies reveal an important research gap because previous investigations often analyzed leadership and organizational culture separately, focused on different industrial sectors, or overlooked manufacturing environments characterized by production pressure and centralized managerial control. Consequently, further research integrating both variables within the same analytical framework remains necessary to generate more comprehensive empirical evidence regarding employee turnover intention (Kanchana & Jayathilaka, 2023).

The novelty of this research lies in simultaneously examining autocratic leadership and organizational culture as predictors of turnover intention within a textile manufacturing company experiencing increasing employee resignations. Unlike previous studies that primarily focused on general leadership styles or investigated service-oriented organizations, this study specifically investigates autocratic leadership in a production-oriented organizational environment where centralized authority and operational discipline are highly prominent. Furthermore, this study combines objective organizational evidence derived from company turnover records with subjective employee perceptions collected through preliminary surveys, thereby providing a more comprehensive understanding of managerial conditions associated with turnover intention. This integrated approach strengthens the practical relevance of the findings because it reflects both organizational realities and employee experiences, enabling managers to formulate more effective employee retention strategies within manufacturing organizations characterized by intensive operational demands.

Based on the increasing employee turnover, preliminary survey findings, theoretical perspectives, and inconsistencies identified in previous empirical studies, this research addresses the question of whether autocratic leadership and organizational culture significantly influence employees' turnover intention at PT Tiga Sedulur Sakti Purwakarta. It is argued that employees who perceive leadership as excessively authoritarian and organizational culture as less supportive are more likely to develop stronger intentions to seek alternative employment and eventually resign. Conversely, organizational environments characterized by supportive cultural values and balanced managerial practices

are expected to reduce employees' turnover intention by strengthening organizational attachment and job satisfaction. Accordingly, this study aims to describe autocratic leadership, organizational culture, and turnover intention, examine the partial influence of autocratic leadership and organizational culture on turnover intention, and analyze their simultaneous effects in explaining employees' intention to leave the organization.

RESEARCH METHODS

This study employed a quantitative research design using descriptive and explanatory approaches to investigate the relationships among autocratic leadership, organizational culture, and turnover intention (Gatell & Avella, 2024). A quantitative approach was selected because it enables the measurement of variables objectively, facilitates statistical hypothesis testing, and provides empirical evidence regarding causal relationships among research constructs. Descriptive analysis was conducted to describe the characteristics of autocratic leadership, organizational culture, and turnover intention as perceived by employees, whereas explanatory analysis was used to examine the influence of the independent variables on turnover intention through multiple linear regression analysis (Jantjies & Botha, 2024). The study was conducted at PT Tiga Sedulur Sakti Purwakarta, a textile manufacturing company in Purwakarta, Indonesia. This location was selected because the company experienced a continuous increase in employee turnover during the previous three years, making it an appropriate setting for examining managerial factors associated with employees' intention to leave the organization.

The population consisted of 133 permanent employees of PT Tiga Sedulur Sakti Purwakarta. Permanent employees were selected as the unit of analysis because they possess sufficient work experience and organizational understanding to evaluate leadership practices, organizational culture, and their own turnover intention (Pattali et al., 2024). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample of 99.81 respondents, which was rounded to 100 respondents (Yin et al., 2022). The study employed a simple random sampling technique to ensure that every member of the population had an equal opportunity to be selected, thereby reducing sampling bias and improving the representativeness of the sample. Primary data were collected using structured questionnaires distributed directly to respondents, while secondary data were obtained from company records, organizational documents, and relevant literature to support the interpretation of the empirical findings.

The research instrument employed a five-point Likert scale ranging from strongly disagree to strongly agree (Ogbeibu et al., 2021). Autocratic leadership was measured using nine indicators representing centralized authority, productivity orientation, and unilateral decision-making. Organizational culture

was measured using eight indicators reflecting innovation, result orientation, work effectiveness, employee comfort, and strategic clarity, whereas turnover intention was measured using eight indicators representing thoughts of leaving, searching for alternative employment, and intention to resign. Instrument quality was evaluated through validity testing using item-total correlation and reliability testing using Cronbach's alpha coefficient. Classical assumption tests included the Kolmogorov–Smirnov normality test, multicollinearity analysis based on tolerance and variance inflation factor values, and the Glejser test for heteroskedasticity. The hypotheses were tested using multiple linear regression, partial t-tests, simultaneous F-tests, and the coefficient of determination at a significance level of 5%.

RESULTS AND DISCUSSION

Results

Descriptive Findings

Descriptive statistics were calculated to summarize respondents' perceptions of autocratic leadership, organizational culture, and turnover intention. In addition, instrument reliability was assessed to determine the internal consistency of the measurement scales before proceeding with inferential analysis.

Table 1. Descriptive Statistics and Instrument Reliability

Variable	Items	Mean	Category	Cronbach's α
Autocratic leadership	9	4.11	High	0.805
Organizational culture	8	4.17	High	0.706
Turnover intention	8	4.19	High	0.794

Table 1 presents the descriptive statistics and reliability coefficients for the study variables. Autocratic leadership obtained a mean score of 4.11, organizational culture recorded a mean score of 4.17, and turnover intention showed the highest mean score of 4.19. All three variables were classified in the high category. The Cronbach's alpha coefficients ranged from 0.706 to 0.805, indicating acceptable internal consistency for all measurement scales. Autocratic leadership produced the highest reliability coefficient (0.805), followed by turnover intention (0.794) and organizational culture (0.706). In addition, all item-total correlation coefficients exceeded the critical value of 0.196, indicating that all questionnaire items satisfied the validity requirement for subsequent regression analysis.

Classical Assumption Tests

Prior to hypothesis testing, the regression model was evaluated using classical assumption tests to examine normality, multicollinearity, and heteroskedasticity.

Table 2. Classical Assumption Test Results

Test	Indicator	X1	X2	Decision
Normality	K-S Sig.	0.200	0.200	Normal
Multicollinearity	Tolerance	0.897	0.999	No multicollinearity
Multicollinearity	VIF	1.223	1.001	No multicollinearity
Heteroskedasticity	Glejser Sig.	0.585	0.680	Homoscedastic

Table 2 presents the results of the classical assumption tests. The Kolmogorov Smirnov significance value was 0.200, indicating that the regression residuals followed a normal distribution. The tolerance values for both independent variables exceeded 0.10, while the variance inflation factor values remained well below 10, indicating the absence of multicollinearity. The Glejser significance values were 0.585 for autocratic leadership and 0.680 for organizational culture, both exceeding the 0.05 threshold, indicating that the regression model did not exhibit heteroskedasticity.

Multiple Regression and Hypothesis Testing

Multiple linear regression analysis was performed to examine the effects of autocratic leadership and organizational culture on turnover intention. The estimated regression equation was:

$$[Y = 21.168 + 0.185X_1 + 0.211X_2 + e]$$

Table 3. Multiple Linear Regression Results

Predictor	B	Std. Error	β	t	p
Constant	21.168	3.104	—	6.820	<0.001
Autocratic leadership	0.185	0.061	0.296	3.028	0.003
Organizational culture	0.211	0.067	0.308	3.150	0.002

Note. $F = 17.415$; $p < 0.001$; $R^2 = 0.264$; adjusted $R^2 = 0.249$; $n = 100$.

Table 3 presents the results of the multiple linear regression analysis. The regression coefficient for autocratic leadership was positive ($B = 0.185$), with a standardized coefficient of 0.296, a t -value of 3.028, and a significance level of 0.003. Organizational culture also produced a positive regression coefficient ($B = 0.211$), with a standardized coefficient of 0.308, a t -value of 3.150, and a significance level of 0.002. The overall regression model was statistically

significant ($F = 17.415, p < 0.001$). The coefficient of determination (R^2) was 0.264, indicating that 26.4% of the variance in turnover intention was explained by the two independent variables included in the model, whereas the remaining 73.6% was attributable to factors outside the regression model.

Discussion

The findings indicate that autocratic leadership has a positive and significant effect on turnover intention, suggesting that employees are more likely to consider leaving the organization when leadership is characterized by centralized authority, unilateral decision-making, and limited employee participation. This finding supports Leadership Theory, which argues that leadership behavior shapes employees' attitudes and behavioral intentions through communication patterns, decision-making processes, and interpersonal relationships (Masood et al., 2020). Employees who perceive limited opportunities to express opinions or participate in organizational decisions may experience reduced psychological ownership and weaker organizational attachment. Such conditions can gradually decrease employees' willingness to remain within the organization because they perceive the employment relationship as predominantly one-directional. The present finding is also consistent with evidence showing that dominant leadership styles strengthen employees' intention to leave by reducing perceived autonomy and managerial support (Iqbal et al., 2022). The positive regression coefficient therefore confirms that autocratic leadership contributes to explaining turnover intention among employees at PT Tiga Sedulur Sakti Purwakarta.

Compared with previous studies, the present findings reinforce empirical evidence that the relationship between autocratic leadership and turnover intention also exists within labor-intensive manufacturing organizations characterized by production targets, operational discipline, and hierarchical supervision (Yücel, 2021). Previous studies frequently examined leadership in service organizations or treated leadership style as a broad construct without specifically emphasizing autocratic leadership (Krismoko et al., 2024). This study demonstrates that centralized managerial authority remains an important predictor of turnover intention even in production-oriented organizations where strict supervision is often considered necessary for maintaining operational performance (Ntseke et al., 2022). Nevertheless, these findings should not be interpreted as suggesting that managerial control or organizational discipline should be eliminated. Instead, the findings indicate that organizational performance can be maintained while simultaneously increasing employee participation, improving communication transparency, providing constructive

feedback, and delegating authority according to employees' competencies. Such managerial improvements may reduce employees' intention to leave without compromising production effectiveness.

The results also demonstrate that organizational culture has a positive and significant effect on turnover intention, with a standardized regression coefficient slightly larger than that of autocratic leadership. This finding indicates that employees' daily experiences within the organizational environment substantially influence their intention to remain with or leave the organization (Mphaluwa et al., 2025). The positive relationship should be interpreted according to the measurement indicators used in this study, which include innovation demands, organizational effectiveness, result orientation, employee comfort, and strategic clarity. Consequently, higher organizational culture scores may represent stronger organizational expectations and formal performance demands rather than exclusively supportive cultural characteristics. This finding is consistent with previous studies reporting that organizational culture significantly influences turnover intention across different organizational settings. Similar evidence has also been reported by Mbah et al., who concluded that organizational culture plays an important role in shaping employees' intention to leave the organization.

The present findings also provide an explanation for inconsistencies identified in previous research regarding the direction of the relationship between organizational culture and turnover intention. Several previous studies concluded that supportive organizational cultures reduce employees' intention to resign because employees experience stronger organizational commitment and psychological attachment (Salvador et al., 2022). In contrast, the positive relationship identified in this study suggests that organizational culture may increase turnover intention when employees perceive organizational expectations as demanding without sufficient organizational support. This interpretation is consistent with arguments that organizational culture should be evaluated according to employees' perceptions rather than solely through the existence of organizational values or formal policies (Pathan, 2022). Therefore, the influence of organizational culture depends not only on the strength of organizational values but also on the balance between organizational expectations, managerial support, recognition, communication quality, and available work resources. These findings contribute to a more comprehensive understanding of how organizational culture influences employees' behavioral intentions (Jing & Yan, 2022).

The simultaneous influence of autocratic leadership and organizational culture demonstrates that turnover intention is shaped by interactions between leadership behavior and the broader organizational environment rather than by

isolated managerial factors. Leadership contributes to establishing organizational culture through communication, supervision, decision-making, and performance management practices, while organizational culture influences employees' interpretation of managerial behavior during everyday work activities. This integrated perspective extends previous empirical studies that primarily investigated leadership and organizational culture independently, thereby providing a more comprehensive explanation of turnover intention within manufacturing organizations (Krismoko et al., 2024). The novelty of this study lies in simultaneously examining autocratic leadership and organizational culture within a textile manufacturing company experiencing increasing employee turnover. Another contribution of this research is the integration of objective organizational turnover records with employees' perceptions (Lazzari et al., 2022), providing empirical evidence that reflects both organizational conditions and employee experiences in explaining turnover intention.

The practical implications of this study indicate that employee retention strategies should address leadership practices and organizational culture simultaneously. Managers should maintain operational discipline while expanding opportunities for employee participation, communicating managerial decisions transparently, providing constructive performance feedback, and delegating responsibilities according to employees' competencies. Organizational culture should also be strengthened through fair recognition systems, collaborative teamwork, effective communication, psychological safety, career development opportunities, and adequate organizational support so that organizational expectations are balanced by employee well-being (Salvador et al., 2022). In addition, organizations should periodically monitor turnover intention, employee complaints, absenteeism, and resignation trends to identify emerging retention problems before actual turnover increases. Theoretically, this study enriches the literature on turnover intention in manufacturing organizations, while practically it provides evidence-based recommendations that may assist managers in improving employee retention and supporting long-term organizational sustainability (Jun et al., 2023).

CONCLUSION

This study demonstrates that autocratic leadership and organizational culture are significant predictors of employees' turnover intention at PT Tiga Sedulur Sakti Purwakarta, with organizational culture exhibiting a slightly stronger influence than autocratic leadership. The findings indicate that employees' intention to leave is shaped not only by centralized leadership practices but also by their perceptions of the organizational environment in which they work. These results highlight the importance of balancing managerial

authority with employee participation and fostering an organizational culture that supports communication, collaboration, and recognition. Theoretically, this study contributes to the turnover intention literature by integrating autocratic leadership and organizational culture into a single explanatory model within a labor-intensive textile manufacturing context, thereby providing additional empirical evidence on how managerial and organizational factors jointly influence employees' intention to leave.

Despite these contributions, the study has several limitations. The use of a cross-sectional design limits the ability to capture changes in turnover intention over time, while the reliance on self-reported questionnaire data may introduce response bias. In addition, the findings are based on employees from a single textile company, which may limit their generalizability to other organizational or industrial contexts. Future research is therefore encouraged to employ longitudinal or mixed-method designs, include multiple manufacturing companies or different industrial sectors, and incorporate additional variables such as job satisfaction, organizational commitment, compensation, career development, and work-life balance to provide a more comprehensive explanation of the factors underlying employees' turnover intention.

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