

THE INFLUENCE OF AUTHOCRATIC LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON TURNOVER INTENTION OF PT. GUNA MITRA PRIMA BANJARAN EMPLOYEES (CASE STUDY ON EMPLOYEES OF PT. GUNA MITRA PRIMA BANJARAN)

Maolana Ependi ^{a*)}, Nina Nurani ^{a)}

^{a)} *Widyatama University, Bandung, Indonesia*

^{*)} *Corresponding Author: maolana.ependi@widyatama.ac.id*

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Abstract. This study aims to determine the effect partially and simultaneously with the research title The Effect of Authorcatic Leadership Style and Organisational Culture on Turnover Intention in Employees at PT Guna Mitra Prima. This research uses a quantitative approach with survey methods and questionnaires as data collection instruments. The sampling technique used random sampling technique with the slovin formula consisting of 100 respondents. Data analysis was carried out using simple and multiple regression techniques to assess the effect of independent variables on the dependent. The results showed that partially Authorcatic Leadership Style, and Organisational Culture have a significant influence on Turnover Intention. The results of this study provide implications from the Authorcatic Leadership Style, and Organisational Culture on Turnover Intention, by applying a leadership style that is more suitable for PT Guna Mitra Prima's business such as a democratic leadership style for the sustainability of the company for the better, a fair organisational culture in giving awards and good communication to employees will certainly make added value in improving optimal results. Strengthening team collaboration and increasing adaptation to employees will contribute directly.

Keyword: autocratic leadership style; organisational culture; tunrover intent

I. INTRODUCTION

Human resources (HR) play a crucial role in the success and development of a company, because they can affect business performance and success. HR must be managed well to support organizational goals. HR management, according to Sadarmayanti (2017), is the management of individuals integrated with the needs of the organization to achieve common goals. The success of a company depends not only on technology and facilities, but also on competent and committed HR. Therefore, it is important for companies to have a strategy that involves good HR. Proper HR management is a challenge, especially related to leadership style and organizational culture that can affect employee turnover rates. Safarida & Siregar (2020) emphasize that technology cannot replace the role of humans, so companies need to maintain and appreciate employees so that productivity and loyalty are maintained. Turnover intention, namely the tendency of employees to resign, can have a negative impact on the company, such as operational disruptions and decreased morale of remaining employees (Randhawa, 2007; Mukti, 2018). High turnover can damage the morale and productivity of employees who remain and reduce the company's competitiveness (Hotom & Burch, 2016). Factors such as decreased work enthusiasm, fatigue,

and job dissatisfaction are often the causes of turnover intention (Siddigi, 2013). At PT. Guna Mitra Prima Banjaran, this phenomenon causes employee turnover which has a negative impact on company performance. Employee turnover data shows an increase in turnover each year, with 10 employees leaving in 2021, 11 in 2022, and 13 in 2023, reflecting employees' desire to seek better job opportunities. Factors that influence turnover intention include individual factors, leadership style, job satisfaction, organizational culture, and organizational commitment (Mobley, 2011). To reduce turnover intention, management must pay attention to these factors, especially organizational culture and leadership style. The results of a pre-survey of 30 employees at PT. Guna Mitra Prima Banjaran showed that leadership style (40%) and organizational culture (35%) were the dominant factors influencing turnover intention. Many employees believe that leadership style can influence their behavior. A good leader can have a positive impact that reduces employee turnover intentions, while leaders who are unable to provide good facilities or control employees can increase employee intentions to leave the company (Helmi Attallah et al., 2024). The following is information related to the Recapitulation of Employee Attendance at PT. Guna Mitra Prima Banjaran.

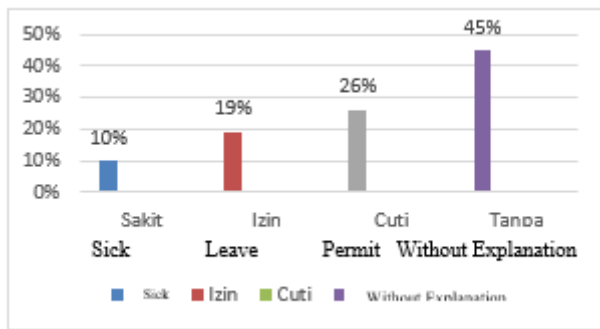


Figure 1. Recapitulation of Employee Attendance at PT. Guna Mitra Prima Banjaran

Source: HRD PT. Guna Mitra Prima Banjaran

From Figure 1. it can be seen that in a period of more than 1 year, the attendance of PT. Guna Mitra Prima employees with a sick note was 10%, with a permission note was 19%, a leave note was 26%, and with a note of absent/without a note was 45%. It can be concluded that the level of awareness of PT. GMP employees to come to work is still low and it can be seen that the absence without a note of 45% could strengthen their reasons Sick iving the compan Without Exnlation es are already feeling bored and tired of doing their jobs. So employees are better off absent than coming to work.

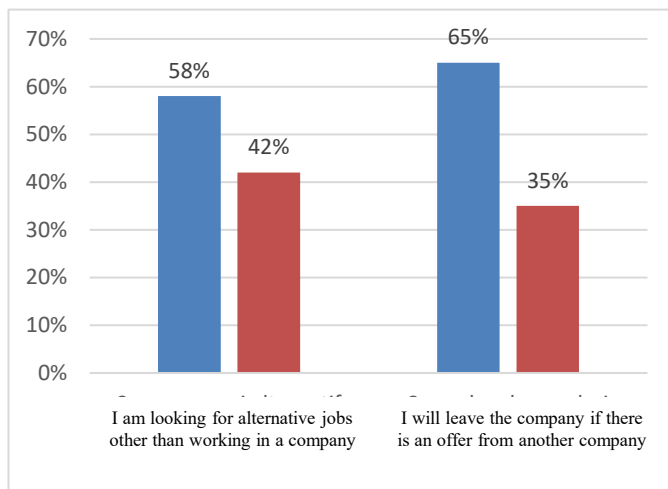


Figure 2. Results of the Turnover Intention pre-survey questionnaire

Source: Results of pre-survey questionnaire data processing (2024)

Based on a pre-survey at PT. Guna Mitra Prima Banjaran involving 30 respondents, 58% of employees are interested in looking for another job, while 65% will leave if they get a better job offer. This phenomenon is influenced by factors of leadership style, job satisfaction, and organizational culture. An authoritarian leadership style, which is felt by 55% of employees, can cause employees to feel pressured and encourage them to look for another job. A decline in the quality of leadership, such as a lack of direction and

communication, also worsens turnover intention. In addition, an organizational culture that does not match employee expectations can cause discomfort and encourage employees to leave the company. Therefore, management needs to pay attention to leadership style and organizational culture to reduce the level of turnover intention in the company.

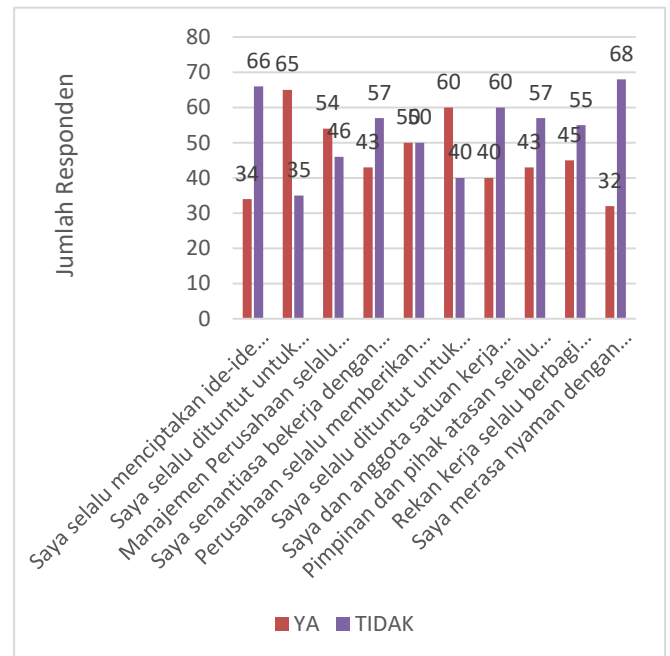


Figure 3. Pre-Survey Results Curve of Organizational Culture Variable

Source: Results of pre-survey questionnaire data processing (2024)

Based on a survey conducted at PT. Guna Mitra Prima Banjaran, it was found that the highest average scores were related to the lack of employee innovation in work (66%), lack of cooperation between employees (60%), and employee discomfort with organizational conditions (68%). This indicates a low organizational culture in the company, which affects employee turnover intention. Researchers assume that organizational culture can affect turnover intention in this company.

Organizational culture plays an important role in increasing the stability and progress of a company. In the competitive textile industry, a strong and positive organizational culture can increase employee commitment and reduce turnover intention. According to Robbins & Stephen P. (1994), organizational culture is a system of meaning held by members of an organization, which distinguishes it from other organizations. Satwari et al. (2016) also emphasize the importance of organizational culture in improving the quality of employee performance and facing competition. Research by Muhammad Shoaib Khan Pathan (2022) shows that a strong organizational culture can reduce turnover intention, in line with the findings of Permata Sari et al. (2019) which states that poor organizational culture will increase turnover

intention. Hendi Robin (2023) also emphasized the significant influence of organizational culture on turnover intention.

From the pre-survey results, it was found that employees of PT. Guna Mitra Prima Banjaran prefer to look for other jobs, and the most dominant leadership style is authoritarian (55%), followed by democratic (19%) and laissez-faire (26%). Authoritarian leadership style, although not wrong, can be less suitable to be applied in this company and worsen the turnover intention problem. Research by Reny Oktaviani (2016) and Ni Wayan Rusminiwati (2021) shows that both authoritarian leadership style and organizational culture have a significant effect on turnover intention, while Ita Nursari (2020) states that both have a negative effect on turnover intention. Based on previous data and research, researchers are interested in conducting further research on the effect of authoritarian leadership style and organizational culture on turnover intention in employees of PT. Guna Mitra Prima Banjaran.

Based on the background above, the objectives of this study are: (1) To determine and analyze Authoritarian Leadership Style, Organizational Culture, and Turnover Intention at PT. Guna Mitra Prima Banjaran. (2) To determine and analyze the influence of Authoritarian Leadership Style on Turnover Intention at PT. Guna Mitra Prima Banjaran. (3) To determine and analyze the influence of Organizational Culture on Turnover Intention at PT. Guna Mitra Prima Banjaran (4) To determine and analyze the influence of Authoritarian Leadership Style and Organizational Culture on Turnover Intention at PT. Guna Mitra Prima Banjaran.

Hypothesis

The hypothesis in this study is as follows:

1. Authoritarian Leadership Style has a partial effect on Turnover Intention at PT. Guna Mitra Prima Banjaran
2. Organizational Culture has a partial effect on Turnover Intention at PT. Guna Mitra Prima Banjaran
3. Authoritarian Leadership Style and Organizational Culture have a simultaneous effect on Turnover Intention at PT. Guna Mitra Prima Banjaran

II. RESEARCH METHOD

The object of research in this study is the practice of Human Resource Management at PT. Guna Mitra Prima Banjaran, with a focus on authoritarian and laissez-faire leadership styles as independent variables, turnover intention as the dependent variable, and organizational culture as the connecting variable. This study uses a descriptive-verification method with a quantitative approach. The descriptive method aims to describe the existing variables, while the verification method is used to test the hypothesis through statistical calculations. The research process is carried out deductively, with instruments to collect data which are then analyzed quantitatively using descriptive and inferential statistics. The measurement scale used in this study is the Likert scale to measure the attitudes or opinions of respondents. This study involves three variables: Authoritarian Leadership Style (X1), which assesses leadership that prioritizes control and absolute decisions with indicators such as centralization of authority,

work productivity, and absolute decisions; Organizational Culture (X2), which refers to a shared value system in the organization, with indicators of innovation, attention to detail, results orientation, team orientation, and stability; and Turnover Intention (Y), which measures employees' desire to leave the company, with three dimensions, namely thinking about leaving, looking for another job, and planning to resign. The population in this study was 133 permanent employees of PT. Guna Mitra Prima Banjaran, with samples taken randomly using a random sampling technique that produced 100 respondents based on the Slovin formula.

Data were collected using two methods, namely literature studies to collect relevant literature and theories, and field studies that included direct observation, interviews, and distributing questionnaires to obtain data from respondents. The questionnaire used in this study applied a Likert scale to measure the level of agreement or disagreement of respondents to statements related to the variables studied.

This study used two types of data, namely primary data and secondary data. Primary data were obtained directly from the research object through a questionnaire, while secondary data were obtained from documents obtained from the company. To ensure that the research instrument can measure variables accurately, validity and reliability tests were carried out. The validity test used Pearson correlation, with very high validity criteria if $r_{xy} > 0.80$, while very low if $r_{xy} \leq 0.20$. The reliability test was carried out using Cronbach's Alpha statistics, with values more than 0.60 considered reliable.

The classical assumption test was carried out to ensure the accuracy of the multiple linear regression model. The classical assumptions tested include the normality test, multicollinearity test, heteroscedasticity test, and autocorrelation test. The normality test is carried out to ensure that the data is normally distributed using the Kolmogorov-Smirnov test, the multicollinearity test to measure the correlation between independent variables using the VIF and Tolerance values, the heteroscedasticity test to check the inequality of residual variance using the scatterplot test and the park test, and the autocorrelation test to test whether there is a correlation between observation residuals.

To analyze the effect of independent variables on turnover intention, this study uses multiple linear regression analysis. The hypothesis is tested both simultaneously and partially, with a significance level of 95% ($\alpha = 0.05$). The hypothesis simultaneously tests whether authoritarian leadership style and organizational culture together have a significant effect on turnover intention, while the partial test tests the effect of each independent variable on turnover intention. The t-test is used to test the effect of independent variables partially, by comparing the calculated t and t table at a significance level of 0.05, while the F test is used to test the combined effect of the two independent variables on turnover intention.

The coefficient of determination (R^2) is used to measure how well the regression model can explain the variation in the dependent variable, with an R^2 value close to 1 indicating that the model is very good at explaining the variation in turnover intention.

III. RESULT AND DISCUSSION

Respondent Characteristics

The respondents who participated in this study were 100 employees of PT. Guna Mitra Prima Banjaran, who had various characteristics, including gender, education level, age, salary range received, and benefits. These characteristics are further explained as follows.

The first characteristic that was seen was the gender of the respondents. Based on the results of the study, the majority of employees at PT. Guna Mitra Prima Banjaran are male, consisting of 53 people or 53% of the total respondents. Meanwhile, female respondents numbered 47 people or 47% of the total respondents.

Furthermore, based on education level, the data shows that 50% of respondents have a high school education level, which is 50 people. Respondents with D3 education numbered 23 people or 23% of the total respondents, while respondents with S1 education level were 27 people or 27% of the total respondents.

Regarding age, the characteristics of the respondents show that 40% of the respondents are between 23 and 27 years old, consisting of 40 people. Then, 23% of respondents were aged between 33 and 37 years, with a total of 23 people. Respondents aged over 38 years were 20 people or 20%, and finally, respondents aged between 28 and 32 years consisted of 17 people or 17% of the total respondents.

Finally, regarding the salary range, most respondents, namely 50% or 50 people, received a salary between Rp. 1,000,000 to Rp. 2,000,000. As many as 27 people or 27% of respondents received a salary between Rp. 3,100,000 to Rp. 4,000,000, while 23 people or 23% of employees received a salary between Rp. 2,100,000 to Rp. 3,000,000.

Discussion of Research Results

Authoritarian Leadership Style at PT. Guna Mitra Prima

A leader in a company certainly has his/her own style in leading a company, one of which is an authoritarian leadership style, many factors can influence the leader in leading, including a person's personality, superior behavior, characteristics, expectations and behavior of subordinates, task requirements, climate and policies, expectations and behavior of colleagues in the company. The leadership style applied in the company will certainly be different.

To find out the results of respondents' responses regarding authoritarian leadership style, it can be seen from the results of the questionnaire distribution conducted by the researcher and processed based on respondents' answers through the distribution of questionnaires, which consist of 9 statements. The list of statements was distributed to 100 permanent employees of PT. Guna Mitra Prima Banjaran. The questionnaire has been tested using validity and reliability tests with valid and reliable calculation results (validity and reliability test data are attached. The classification is done by considering the total weight as follows:

The highest value of each Authoritarian Leadership Style indicator: $100 \times 5 = 500$

The highest value of each Authoritarian Leadership Style indicator: $100 \times 1 = 100$

Number of statement criteria.

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{500 - 100}{5} = 80$$

The assessment classification for each indicator in this study is as follows:

Table 1. Assessment Classification for Each Authoritarian Leadership Style Variable Indicator

NO	Interval Class	Measurement Level
1	100 – 180	Very Poor
2	180 – 260	Poor
3	260 – 340	Quite Good
4	340 – 420	Good
5	420 – 500	Very Good

Source: Primary Data Processing 2024

The assessment classification for each indicator in this study can be seen in table 1 regarding the assessment classification for each indicator of variable X1. Based on data collected through questionnaires distributed to 100 employees of PT. Guna Mitra Prima Banjaran.

A recapitulation of all statement items regarding Authoritarian Leadership Style is presented in Table 2.

Table 2. Recapitulation of Authoritarian Leadership Style Variables of PT. Guna Mitra Banjaran

No	Description	Targeted Score	Score Achieved	Criteria
(1)	(2)	(3)	(4)	(5)
1	My leader makes decisions on his own in solving problems	500	414	Good
2	The leader always controls work directly	500	412	Good
3	The leader does not delegate work to subordinates	500	421	Very Good
4	The leader always demands that tasks are completed on time	500	402	Good
5	The leader always gives targets	500	394	Good

6	Leaders do not tolerate subordinates when they are slow in completing tasks	500	404	Good
7	Leaders always want to be obeyed regarding their decisions	500	414	Good
8	Leaders rarely discuss in decision making	500	417	Good
9	Leaders have absolute confidence in acting	500	421	Very Good
Total Score		4500	3699	Good
Average		411		
Highest		421		
Lowest		394		

Source: Primary Data processed, 2024

Based on the results of the study above from the overall answers of respondents regarding Authoritarian Leadership Style in Employees of PT. Guna Mitra Prima Banjaran, then summarized to see the total score of respondents' answers as follows:

Highest overall score: $100 \times 9 \times 5 = 4500$

Lowest overall score: $100 \times 9 \times 1 = 900$

Number of statement criteria: 5

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{4500 - 900}{5} = 720$$

Based on the results of the study above from the overall answers of respondents regarding the Authoritarian Leadership Style of Employees of PT. Guna Mitra Prima Banjaran. The assessment classification for the Authoritarian Leadership Style at PT. Guna Mitra Prima Banjaran as a whole is as follows:

Table 3. Assessment Classification for Overall X1 Variable Indicator

No	Score	Assessment Classification
1	900 – 1.620	Very Bad
2	1.620 – 2.340	Bad
3	2.340 – 3.060	Quite Good
4	3.060 – 3.780	Good
5	3.780 – 4.500	Very Good

Source: Primary Data Processing, 2024

The cumulative value of the Authoritarian Leadership Style score by employees of PT. Guna Mitra Prima Banjaran is 3699 which has Good criteria. The average value of the Authoritarian Leadership Style is 411 which has good criteria. In addition, the highest indicator is in the indicator with the statement "The leader has absolute confidence inacting" with

a value of 421 meaning that the leader has an absolute decision and cannot be challenged by subordinates. Furthermore, the lowest value is 394 in the statement "The leader always gives targets" meaning that the leader does not always give targets to employees.

Organizational Culture at PT. Guna Mitra Prima

Organizational culture is the norms of behavior and organizational values that can unite everything in the company to achieve the expected goals. Organizational culture can also be said to be a differentiator between organizations.

To find out the results of respondents' responses regarding Organizational Culture, it can be seen from the results of the questionnaire distribution carried out by the researcher and processed based on respondents' answers through the distribution of questionnaires, which consist of 8 statements. The list of statements was distributed to 100 permanent employees of PT. Guna Mitra Prima Banjaran. The questionnaire has been tested using validity and reliability tests with valid and reliable calculation results (validity and reliability test data are attached).

The assessment of the variables is classified based on weighting with a Likert scale. The classification is done by considering the total weight as follows:

The highest value of each Organizational Culture indicator: $100 \times 5 = 500$

The lowest value of each Organizational Culture indicator: $100 \times 1 = 100$

Number of statement criteria

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{500 - 100}{5} = 80$$

The assessment classification for each indicator in this study is as follows:

Table 4. Assessment Classification for Each Organizational Culture Variable Indicator

NO	Class Interval	Measurement Level
1	100 – 180	Very Poor
2	180 – 260	Poor
3	260 – 340	Quite Good
4	340 – 420	Good
5	420 – 500	Very Good

Source: Primary Data Processing 2024

The assessment classification for each indicator in this study can be seen in table 4 regarding the assessment classification for each indicator of variable X2. Based on data collected through questionnaires distributed to 100 employees of PT. Guna Mitra Prima Banjaran.

A recapitulation of all statement items regarding Organizational Culture is presented in Table 5.

Table 5. Recapitulation of Organizational Culture Variables of PT. Guna Mitra Prima Banjaran

No	Description	Targeted Score	Score Achieved	Criteria
(1)	(2)	(3)	(4)	(5)
1	In my work I am required to think innovatively and be brave in making decisions.	500	423	Very Good
2	I am encouraged to have initiative in doing tasks	500	420	Very Good
3	I always do tasks seriously	500	417	Good
4	I use my working hours to complete tasks	500	428	Very Good
5	I do work oriented towards optimal results	500	414	Good
6	I try to work effectively to obtain optimal results	500	422	Very Good
7	I feel comfortable with the current condition of the company	500	434	Very Good
8	The company has a clear strategy for the future of employees	500	434	Very Good
Total Score		4000	3392	Very Good
Average			424	
Highest			434	
Lowest			414	

Source: Primary Data processed, 2024

Based on the results of the study above from all respondents' answers regarding Organizational Culture in Employees of PT. Guna Mitra Prima Banjaran, then summarized to see the total score of respondents' answers. as follows:

Highest overall score: $100 \times 8 \times 5 = 4000$

Lowest overall score: $100 \times 8 \times 1 = 800$

Number of statement criteria: 5

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{4000 - 800}{5} = 640$$

The assessment classification for Organizational Culture at PT. Guna Mitra Prima Banjaran as a whole is as follows:

Table 6. Assessment Classification for Overall X2 Variable Indicator

No	Score	Assessment Classification
1	800 – 1.440	Very Bad
2	1.440 – 2.080	Bad
3	2.080 – 2.720	Quite Good
4	2.720 – 3.360	Good
5	3.360 – 4.000	Very Good

Source: Primary Data Processing, 2024

The cumulative value of the Organizational Culture score by employees of PT. Guna Mitra Prima Banjaran is 3392 which has a Very Good criterion. The average value of Organizational Culture is 424 which has a Very Good criterion. In addition, the highest indicator is the indicator with the statement "The company has a clear strategy for the future of employees" with a value of 434 meaning that the company has a clear strategy regarding the future of its employees. Furthermore, the lowest value is 414 for the statement "I do work oriented towards optimal results" meaning that employees are not always oriented towards optimal results for their work.

Turnover Intention at PT. Guna Mitra Prima

Turnover intention is the tendency or intention of employees to quit their jobs, either voluntarily or not. Turnover intention is the result of an individual's evaluation of the continuation of the relationship with the company, but has not been realized in real action.

To find out the results of respondents' responses regarding Turnover Intention, it can be seen from the results of the questionnaire distribution carried out by the researcher and processed based on respondents' answers through the distribution of questionnaires, which consist of 8 statements. The list of statements was distributed to 100 permanent employees of PT. Guna Mitra Prima Banjaran. The questionnaire has been tested using validity and reliability tests with valid and reliable calculation results (validity and reliability test data are attached).

The assessment of the variables is classified based on weighting with a Likert scale. The classification is done by considering the total weight as follows:

The highest value of each Turnover Intention indicator: $100 \times 5 = 500$

The lowest value of each Turnover Intention indicator: $100 \times 1 = 100$

Number of statement criteria

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{500 - 100}{5} = 80$$

The assessment classification for each indicator in this study is as follows:

Table 7. Classification for Each Turnover Intention Variable Indicator

NO	Interval Class	Measurement Level
1	100 – 180	Very Poor
2	180 – 260	Poor
3	260 – 340	Quite Good
4	340 – 420	Good
5	420 – 500	Very Good

Source: Primary Data Processing 2024

The assessment classification for each indicator in this study can be seen in table 7 regarding the assessment classification for each indicator of variable Y. Based on data collected through questionnaires distributed to 100 employees of PT. Guna Mitra Prima Banjaran.

A recapitulation of all statement items regarding Turnover Intention is presented in Table 8.

Table 8. Recapitulation of Turnover Variables of PT. Guna Mitra Prima Banjaran

No	Description	Targeted Score	Score Achieved	Criteria
(1)	(2)	(3)	(4)	(5)
1	I often think about quitting my job	500	423	Very Good
2	I often consider quitting my current job	500	438	Very Good
3	I have a desire to look for another job	500	430	Very Good
4	I have a desire to quit my job if a better opportunity arises	500	421	Very Good
5	I am worried about what might happen if I quit my job without having another similar job lined up	500	407	Good

6	If I had another job offer that paid the same as the one I have, I would leave here quickly	500	410	Good
7	I have every intention of leaving the company	500	414	Good
8	I will leave at the right time	500	415	Good
Total Score		4000	3358	Good
Average		420		
Highest		438		
Lowest		407		

Source: Primary Data processed, 2024

Based on the results of the study above from the overall answers of respondents regarding Turnover Intention on Employees of PT. Guna Mitra Prima Banjaran, then summarized to see the total score of respondents' answers as follows:

Highest overall value: $100 \times 8 \times 5 = 4000$

Lowest overall value: $100 \times 8 \times 1 = 800$

Number of statement criteria: 5

$$NJI = \frac{\text{Highest Value} - \text{Lowest Value}}{\sum \text{Statement Criteria}}$$

$$NJI = \frac{4000 - 800}{5} = 640$$

The assessment classification for Turnover Intention at PT. Guna Mitra Prima Banjaran as a whole is as follows:

Table 9. Assessment Classification for Overall Y Variable Indicator

No	Score	Assessment Classification
1	800 – 1.440	Very Bad
2	1.440 – 2.080	Bad
3	2.080 – 2.720	Quite Good
4	2.720 – 3.360	Good
5	3.360 – 4.000	Very Good

Source: Primary Data Processing, 2024

The cumulative value of the Turnover Intention score by employees of PT. Guna Mitra Prima Banjaran is 3358 which has a Good criterion. The average value of Turnover Intention is 420 which has a Good criterion. In addition, the highest indicator is the indicator with the statement "I often consider leaving my current job" with a value of 438, meaning that employees always consider it first if they end up leaving the company. Furthermore, the lowest value is 407 for the statement "I am worried about what might happen if I quit my job without having another similar job" meaning that employees are not worried about their future if they do not have a similar job before.

Verification Test Analysis
Validity and Reliability Test
Validity Test

Table 10. Validity Test

Variable	No Item	r count	r table	N	Inf
Autocratic Leadership Style	AL1	.572**	0.196	100	Valid
	AL2	.742**	0.196	100	Valid
	AL3	.676**	0.196	100	Valid
	AL4	.617**	0.196	100	Valid
	AL5	.612**	0.196	100	Valid
	AL6	.584**	0.196	100	Valid
	AL7	.633**	0.196	100	Valid
	AL8	.598**	0.196	100	Valid
	AL9	.601**	0.196	100	Valid
Organizational Culture	OC1	.652**	0.196	100	Valid
	OC2	.644**	0.196	100	Valid
	OC3	.725**	0.196	100	Valid
	OC4	.448**	0.196	100	Valid
	OC5	.534**	0.196	100	Valid
	OC6	.510**	0.196	100	Valid
	OC7	.603**	0.196	100	Valid
	OC8	.336**	0.196	100	Valid
Turnover Intention Variable	TI1	.450**	0.196	100	Valid
	TI2	.535**	0.196	100	Valid
	TI3	.402**	0.196	100	Valid
	TI4	.521**	0.196	100	Valid
	TI5	.382**	0.196	100	Valid
	TI6	.536**	0.196	100	Valid
	TI7	.426**	0.196	100	Valid
	TI8	.275**	0.196	100	Valid

Source: Primary Data, 2024

Based on the results of the validity test in table 4.10 above, it can be seen that each variable, namely Autocratic Leadership Style, Organizational Culture, and Turnover Intention, has a calculated r value > r table 0.196. Thus, all statement items are declared valid and can be tested for further testing.

Reliability Test

Table 11. Reliability Test

Variable	N of Items	Cronbach's Alpha	Decision
Autocratic Leadership Style	9	0,805	Reliable
Organizational Culture	8	0,706	Reliable
Turnover Intention	8	0,794	Reliable

Source: Data Processing, (2024)

The results of the Reliability Test from the Cronbach's Alpha value of each variable show a Cronbach's Alpha value greater than > 0.60, so it can be concluded that all variables are reliable and can be continued to the next test.

Classical Assumption Test Results

Normality Test

Table 12. Data Normality Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	4,36643408
Most Extreme Differences	Absolute	0,053
	Positive	0,053
	Negative	-0,035
Test Statistic		0,053
Asymp. Sig. (2-tailed)		,200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processing, (2024)

Based on the Kolmogorov-Smirnov table above, it shows that the significance value is 0.200 > 0.05. So it can be concluded that the regression model used has met or the data is normally distributed.

Multicollinearity Test

Tabel 13. Uji Multikolinearitas

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	24,486	2,810		8,713	0,000		
Autocratic Leadership Style	0,120	0,049	0,241	2,449	0,016	0,897	1,223
Organizational Culture	0,017	0,074	0,023	0,231	0,818	0,999	1,001

a. Dependent Variable: Turnover Intention

Source: Data Processing, (2024)

From the results of the Multicollinearity Test above, the tolerance value for the Autocratic Leadership Style Variable is 0.897, and Organizational Culture is 0.999 from both variables, all tolerance values are greater than > 0.10 and the VIF value for both variables is less than < 10. So this can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the regression model used does not contain symptoms of multicollinearity.

1. Heteroscedasticity Test

Table 14. Heteroscedasticity Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1,644	1,773		0,927	0,356
Autocratic Leadership Style	0,017	0,031	0,056	0,548	0,585
Organizational Culture	0,019	0,047	-0,042	0,414	0,680

a. Dependent Variable: ABS_RES

Source: Data Processing, (2024)

From the processed data, it can be concluded that the Autocratic Leadership Style variable has a significance value of 0.585 and Organizational Culture has a significance value of 0.680, which is greater than 0.05. So it can be concluded that this study does not show symptoms of heteroscedasticity because the significance value obtained is greater than 0.05, so it can be said that the heteroscedasticity test is fulfilled.

Correlation Test

Table 15. Results of Correlation Analysis Interpretation Guidelines

Coefficient Interval	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1,00	Very Strong

Source: (Sugiyono, 2019)

Table 16. Results of the Relationship between Variables

Relationship	Corelation	Relationship Level
Autocratic Leadership Style with Turnover Intention	0,658**	Strong
Organizational Culture with Turnover Intention	1,000**	Very Strong

Source: Data Processing, (2024)

It can be seen that the correlation value (r) of the Autocratic Leadership Style Variable with Turnover Intention is 0.658, this value is in the correlation interval between 0.60 - 0.799, so this relationship is declared strong. While the correlation value of the Organizational Culture Variable of 1.000 is in the interval 0.80 - 1.000 and is categorized as very strong.

Partial Influence of Autocratic Leadership Style on Turnover Intention

Table 17. Influence of Autocratic Leadership Style on Turnover Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,671 ^a	,563	,387	5,675

a. Predictors: (Constant), Autocratic Leadership Style

Source: Data Processing, (2024)

Based on the calculation of the Autocratic Leadership Style Variable on Turnover Intention partially, the coefficient of determination value is 0.563. This means that the ability of the independent variable in this study influences the dependent variable by 56.3%. The influence of Autocratic Leadership Style on Turnover Intention is categorized as moderate. This value is positive, which means that Autocratic Leadership Style will increase Turnover Intention. So the magnitude of the influence of Autocratic Leadership Style on Turnover Intention partially is 56,3% [$Kd=(0,56,3)^2 \times 100\%$].

Furthermore, the partial t-test. To test the level of significance of the hypothesis that was originally set to be accepted or rejected, by comparing the t count of the independent variable to the dependent variable and seeing its significance value. The following are the results of the partial t-test hypothesis test.

Table 18. Partial Test X1 – Y

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	27,045	3,140		8,613	0,000
Autocratic Leadership Style	0,241	0,064	0,354	3,749	0,000

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Autocratic Leadership Style

Source: Data Processing, (2024)

In this study with a probability of 0.05 to obtain the t table, the following method was used: $n-k-1$ or $100-3-1 = 96$, then the t table was obtained as follows: 1.985. Based on the table and statement above, it can be seen that the t value is $3.749 > 1.985$ and the significance value is $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means that Autocratic Leadership Style (X1) has a positive and significant effect on Turnover Intention (Y).

The study found that Autocratic Leadership Style significantly affects Turnover Intention. The direction of the positive influence shows the same direction where the stronger the Autocratic Leadership Style, the higher the employee's Turnover Intention. Supported by previous research conducted by Fanny Dwi Junaty et al (2021), Ahmed et al (2021), Eka Avianty (2022), Agrasadaya (2022), Sumaya

Sanam (2023), and Lisa Febriyanti (2024), it was found that Leadership Style has a positive and significant effect on Turnover Intention.

The Influence of Organizational Culture on Turnover Intention

Table 19. The Influence of Organizational Culture on Turnover Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,541 ^a	,395	,286	4,256

a. Predictors: (Constant), Organizaional Culture

Source: Data Processing, (2024)

Based on the calculation of the Organizational Culture Variable on Turnover Intention partially, the coefficient of determination value is 0.395. This means that the ability of the independent variable in this study influences the dependent variable by 39.5%. The influence of Organizational Culture on Turnover Intention is categorized as moderate. This value is positive, which means that Organizational Culture will increase Turnover Intention. So the magnitude of the influence of Organizational Culture on Turnover Intention partially is 39.5% [$Kd=(0,39,5)^2 \times 100\%$].

Furthermore, the partial t-test. To test the level of significance of the hypothesis that was originally set to be accepted or rejected, by comparing the t count of the independent variable to the dependent variable and seeing its significance value. The following are the results of the partial t-test hypothesis test.

Table 20. Partial Test X2 – Y

Coefficients ^a					
Model		Unstandardized	Standardized	t	Sig.
		Coefficients	Coefficients		
Std. Error					
1	(Constant)	24,344		8,006	0,000
	Organizaional Culture	0,303	0,441	4,867	0,000

- a. Dependent Variable: Turnover Intention
- b. Predictors: (Constant), Organizaional Culture

Source: Processed Data, (2024)

In this study with a probability of 0.05 to obtain the t table, the following method was used: $n-k-1$ or $100-3-1 = 96$, then the t table was obtained as follows: 1.985. Based on the table and statement above, it can be seen that the t value is $4.867 > 1.985$ and the significance value is $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means that Organizational Culture (X2) has a positive and significant effect on Turnover Intention (Y).

The results of the second hypothesis test show that Organizational Culture has a positive and significant effect on Turnover Intention, meaning that the hypothesis is accepted.

This organizational culture is one of the means for companies to create a system or habit that becomes the value of an organization in working or organizing so that it is able to achieve maximum output and is able to provide comfort for each employee in working both individually and in teams. The direction of positive influence shows the same direction where the stronger Organizational Culture will make employee Turnover Intention higher. This is in line with the results of research conducted by Mbah et al (2018), Dawson et al (2023), and Hendi et al (2023) that Organizational Culture has a positive and significant effect on Turnover Intention.

The Influence of Autocratic Leadership Style and Organizational Culture on Turnover Intention

Below are the results of SPSS calculations regarding the simultaneous testing of Autocratic Leadership Style, Organizational Culture on Turnover Intention, the following is a multiple linear regression equation:

Table 21. Multiple Regression Analysis

Coefficients ^a					
Model		Unstandardized	Standardized	t	Sig.
		Coefficients	Coefficients		
Std. Error					
1	(Constant)	21,168		6,820	0,000
	Autocratic Leadership Style	0,185	0,296	3,028	0,003
	Organizaional Culture	0,211	0,308	3,150	0,002

a. Dependent Variable: Turnover Intention

Source: Data Processing, (2024)

Based on Table 21 above, the following regression equation results are obtained:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 21,168 + 0,185 X_1 + 0,211 X_2 + e$$

Description:

Y = Dependent Variable Turnover Intention

A = Constant

b_1 = Autocratic Leadership Style Regression Coefficient

b_2 = Organizational Culture Regression Coefficient

X_1 = Autocratic Leadership Style

X_2 = Organizational Culture

e = Standard Error

In accordance with the regression line equation obtained, the regression model can be interpreted as follows:

A constant of 21.168, meaning that if the Autocratic Leadership Style (X_1), Organizational Culture (X_2) value is zero, then Turnover Intention (Y) is 21.168

Coefficient value Autocratic Leadership Style (X_1) regression $\beta_1 = 0.185$ has a positive value. This shows that every increase in Autocratic Leadership Style by 1 time or 1%. Then Turnover Intention will increase by 0.185 or 18.5% assuming that other variables remain constant.

The regression coefficient value of Organizational Culture (X2) $\beta_2 = 0.211$ has a positive value. This shows that every increase in Organizational Culture by 1 time or 1%. Then Turnover Intention will increase by 0.211 or 21.1% assuming that other variables remain constant.

Table 22. Correlation and Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	0,564	0,489	4,450

a. Predictors: (Constant), Organizational Culture, Autocratic Leadership Style

Source: Data Processing, (2024)

Based on SPSS calculations, a correlation value of 0.694 was obtained, which means that the Autocratic Leadership Style (X1) and Organizational Culture (X2) variables have a simultaneous effect on Turnover Intention (Y) of 69.4%. This correlation value is included in the strong category. This correlation value has a positive sign, which means that if the Autocratic Leadership Style and Organizational Culture increase, the Turnover Intention level will also increase. Conversely, if the Autocratic Leadership Style and Organizational Culture decrease, the Turnover Intention in the company will decrease. Therefore, the company must be able to properly manage what leadership style is suitable to be applied in the company, and must be able to properly manage the organizational culture so that employees can consider leaving the company.

Based on the SPSS output, the R-Square value obtained is 0.564. This means that the Autocratic Leadership Style (X1) and Organizational Culture (X2) variables have a simultaneous effect on Turnover Intention (Y) of 56.4%, while the remaining 43.6% is influenced by other variables outside this regression equation or variables that are not studied. The influence of Autocratic Leadership Style (X1) and Organizational Culture (X2) has a simultaneous effect on Turnover Intention (Y) which is categorized as strong.

Table 23. F Test

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	888,076	2	444,038	17,415	,000 ^b
	Residual	2473,284	97	25,498		
	Total	3361,360	99			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Organizational Culture, Autocratic Leadership Style

Source: Data Processing, (2024)

From the SPSS results, the sig F value is 0.000 < 0.005 and the calculation results in the table above obtained a calculated F of 17.415 while the F table value is 3.091 which is obtained by looking at the F table with degrees $df_1 = k-1$ ($3-1 = 2$) and $df_2 = n-k$ ($100-3 = 97$) at a significance level of 0.05. This shows that the calculated F (17.415) > F table (3.091), which means that H_0 is rejected and H_a is accepted or it can be said that Autocratic Leadership Style (X1) and Organizational

Culture (X2) have a simultaneous effect on Turnover Intention (Y). This is in accordance with Reny Oktaviani (2016), Kim et al (2017), Taufik Hidayat (2021), Rusminiwati (2021) that Authoritarian Leadership Style and Organizational Culture have a simultaneous influence on Turnover Intention.

IV. CONCLUSION

The study conducted with a sample of 100 employees of PT. Guna Mitra Prima Banjaran using multiple regression analysis produced several conclusions. First, the authoritarian leadership style applied in the company is considered less suitable and triggers a high turnover rate. Therefore, the company needs to evaluate the leadership style that is more appropriate to apply. In addition, organizational culture must also be an evaluation material, because the results of the study show that organizational culture can trigger a high level of turnover intention. Second, partially, authoritarian leadership style has a positive and significant influence on employee turnover intention at PT. Guna Mitra Prima Banjaran. Third, organizational culture also partially has a positive and significant influence on employee turnover intention at the company. Fourth, simultaneously, authoritarian leadership style and organizational culture have a positive and significant influence on employee turnover intention at PT. Guna Mitra Prima Banjaran.

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