

**THE RELATIONSHIP OF AUTOCRATIC LEADERSHIP
TOWARDS ORGANIZATIONAL JUSTICE, SELF-
DETERMINATION, JOB SATISFACTION, AND
ORGANIZATIONAL INNOVATION**

by

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



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**THE RELATIONSHIP OF AUTOCRATIC LEADERSHIP TOWARDS
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ABSTRACT

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Autocratic leadership remains deeply embedded in high power distance cultures such as Indonesia, yet its broader organizational consequences particularly its influence on innovation remain underexplored. This issue is especially relevant in Indonesia's service industry, which plays a central role in the national economy and relies heavily on human-driven processes. This study examines the pathways through which autocratic leadership affects organizational innovation, focusing on the mediating roles of organizational justice, self-determination, and job satisfaction. Data were collected through a cross-sectional survey of 279 employees across various service industries and analyzed using SEM.

The findings show that autocratic leadership reduces employees' perceptions of fairness and self-determination, lowering job satisfaction, and limiting organizational innovation. While culturally accepted, its long-term effectiveness is constrained by its negative impact on engagement and creativity. However, in environments with low autonomy, strict task structures, or urgent decisions, autocratic leadership can still be effective. The study emphasizes the need for leadership that balances authority with fairness, autonomy, and involvement to foster trust, motivation, and innovation in service-based industry.

Keywords: *autocratic leadership, organizational justice, self-determination, job satisfaction, organizational innovation, service industry, Indonesia*

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DEDICATION

To the current and future leaders of Indonesia, with the hope that this work contributes to building more inclusive and innovative organizations.

To my family, mentors, friends, and peers, thank you for your belief in me, your patience, and your presence throughout this journey.

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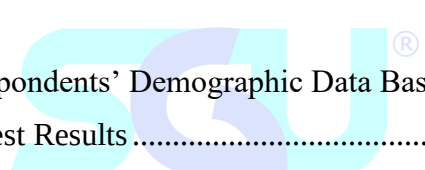
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