



The Influence of Traditional Management Practices on Employee Satisfaction, Turnover Intention, and Perceived Organizational Profitability

Azatullah Zaheer^{1*}, Dr. Abdullah Sadiq²

¹Azatullah Zaheer, Lecturer, Salam University, Department of Business Administration, Faculty of Economics, Kabul, AF

²Dr. Abdullah Sadiq, Asst. Professor, Salam University, Department of Business Administration & MBA, Faculty of Economics, Kabul, AF

*Corresponding Author's Email: Azatullahzaheer28@gmail.com

ABSTRACT

This study explores the influence of traditional management practices on employee satisfaction, turnover intention, and perceived organizational profitability. While modern management approaches often emphasize flexibility and innovation, many organizations, particularly in developing contexts, continue to rely on classical principles such as clear hierarchies, standardized procedures, and centralized decision-making. Using a quantitative research design, data were collected from 230 employees across various sectors in Kabul, Afghanistan. The findings reveal that traditional management practices have a strong positive effect on employee satisfaction and perceived profitability, and a significant negative effect on turnover intention. Regression results showed that these practices explained 71% of the variation in employee satisfaction, 53% in perceived profitability, and 61% in turnover intention. These results suggest that structured management systems still offer practical value, especially in work environments that benefit from predictability and clear direction. The study provides empirical support for the continued relevance of traditional management in modern organizational settings and encourages a balanced approach that blends classical structure with evolving workplace needs.

Keywords: Traditional management practices, employee satisfaction, organizational profitability, turnover intention, employee empowerment, organizational performance.

INTRODUCTION

Organizations worldwide continue to search for ways to organize and manage their workforce that balance performance with employee well-being. While new management trends highlight agility, decentralization, and innovation, Grant (2017) observes that these approaches do not necessarily replace more structured systems. Laloux (2014) adds that even in progressive organizations, some level of formal coordination is still necessary to maintain coherence. In contrast, traditional management practices, rooted in the early 20th century, focus on hierarchy, standardized procedures, and centralized decision-making. Wren and Bedeian (2008) trace these principles back to early industrial models, while Fayol (1949) emphasizes their value in providing stability and clear authority lines. Taylor (1911) stresses efficiency through standardized methods, a theme later echoed by

Drucker (1999), who notes that clarity of role and process can reduce organizational waste. George (1972) likewise highlights their role in creating predictability in complex systems.

Even today, Burns and Stalker (1961) argue that certain environments require more formalized structures to function effectively. Mintzberg (1979) points out that bureaucratic configurations can provide order in large-scale operations. More recently, Reitzig and Heiss (2025) demonstrate that structured systems help employees understand their roles, reduce uncertainty, and enhance engagement. Jo and Shin (2025) further show that traditional leadership frameworks create consistent guidelines for evaluating performance, which can help maintain stability. Gulati, Nohria, and Wohlgezogen (2012) report similar findings, observing that clarity in authority and process strengthens accountability. Employee satisfaction remains a central factor in organizational success. Locke (1976) identifies it as a key driver of productivity, while Harter, Schmidt, and Hayes (2002) find a positive correlation between satisfaction and business performance. Bakker and Demerouti (2008) argue that structured environments can facilitate engagement by reducing ambiguity. Jo and Shin (2025) confirm that recognition, fairness, and consistent leadership lower burnout. Sypniewska, Kowalska, and Nowak (2023) note that professional development, often embedded in traditional systems, can also raise satisfaction levels. Colquitt et al. (2013) add that fairness in policies fosters trust, and Organ (1988) links that trust to stronger citizenship behaviors.

Turnover intention poses another challenge. Hom et al. (2017) stress that it disrupts operations and raises costs. Griffeth, Hom, and Gaertner (2000) find that poor organizational commitment is a key predictor of turnover. Kellerer and Süß (2025) argue that commitment, strengthened by clear career paths and consistent leadership, reduces this risk. Meyer and Allen (1991) reinforce this view, suggesting that emotional attachment to the organization plays a crucial role. Tett and Meyer (1993) show that satisfaction and commitment jointly influence retention. Despite these insights, Northouse (2018) points out that few recent studies focus on the direct impact of traditional management on satisfaction, profitability, and turnover. Yukl (2013) similarly notes that leadership research often prioritizes modern styles, leaving traditional models underexplored.

In contexts such as Kabul, Afghanistan, where hierarchical systems remain common this gap is particularly relevant. The present study responds to this gap by analyzing data from 230 participants across various sectors in Kabul. Rather than rejecting modern practices, the study examines how enduring principles from traditional management can be integrated with contemporary strategies. The findings aim to guide managers, policymakers, and researchers in balancing stability with adaptability.

LITERATURE REVIEW

The story of traditional management goes back more than a hundred years. In the early 1900s, Henri Fayol described principles, such as division of work, clear authority, and discipline, that shaped how organizations were run for decades (Fayol, 1949). Around the same period, Frederick Taylor promoted “scientific management,” a method focused on efficiency and precise control over work processes (Taylor, 1911). These early concepts formed the foundation of what we now call traditional management practices. Although modern trends emphasize agility, decentralization, and innovation (Rigby et al., 2020), traditional approaches still influence how organizations function today. As Mintzberg (2009) points out, hierarchy and structure can create order in times of complexity. This became clear during the COVID-19 pandemic, when many companies reverted to clear hierarchies and structured decision-making to respond quickly to uncertainty (Stanca et al., 2019). Similarly, Jones and George (2022) argue that standardized procedures help large bureaucracies cut through confusion and maintain operational clarity.

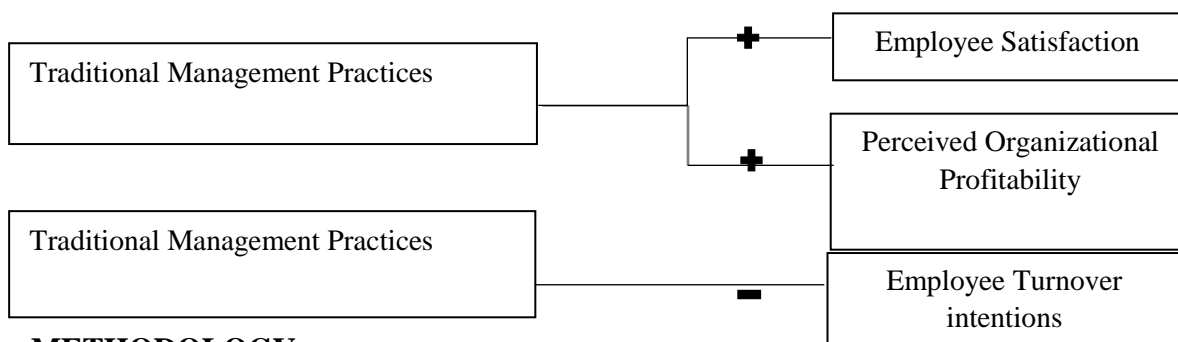
One important link between traditional management and organizational success is employee satisfaction. People often feel more secure when they know what is expected of them, and when career progression is transparent (Luthans, 2015; Robbins & Coulter, 1995). Research by Jo and Shin

(2025) shows that structured leadership, emphasizing fairness, recognition, and clear expectations, boosts job satisfaction and reduces burnout. Sypniewska et al. (2023) found that pairing traditional systems with development opportunities increases engagement. Similarly, Chiang et al. (2011) observed that clarity in job roles fosters trust and reduces workplace stress. However, Rhee et al. (2017) caution that rigid structures may limit innovation, especially for employees who value autonomy and creativity. Traditional management also affects how employees view organizational profitability. Predictable, structured communication about financial performance sends signals of stability (Daft, 2018). In a study of Southeast Asian firms, Tan and Chong (2021) found that organizations with strong traditional management scored 18% higher in perceived profitability than those using decentralized systems. Reitzig and Heiss (2025) add that predictable systems foster beliefs in financial resilience, which in turn increase loyalty. Drucker (2007) even noted that “clarity in responsibility leads to clarity in results,” highlighting the psychological link between structure and performance.

The third area where traditional management plays a role is employee turnover intention. Clear career paths and well-defined reward systems can encourage employees to remain with the organization (Dessler, 2020). Asri et al. (2022) showed that predictable career progression reduces turnover intention, especially where stability is valued. Kellerer and Süß (2025) found that commitment to supervisors and the organization, often nurtured by structured leadership, strongly discourages quitting. Similarly, Allen et al. (2003) found that perceived organizational support and clarity in management reduce voluntary turnover. Yet, Igbaria et al. (1999) and Twenge et al. (2010) note that younger generations may be less attracted to rigid structures, preferring growth and flexibility over stability.

Overall, the literature paints a balanced picture. Traditional management offers clear benefits for satisfaction, perceived profitability, and retention, especially in settings where stability is a priority. However, its success depends on context, industry, and workforce preferences (Child, 2015). In developing economies, such as Afghanistan, where traditional models remain dominant, understanding how these principles work in practice is essential. This study investigates the continuing relevance of these time-tested approaches in Kabul’s organizational landscape today.

● **Conceptual Model**



METHODOLOGY

A Quantitative research design was employed, focusing on the collection and analysis of numerical data to test hypotheses about the relationship between traditional management practices and organizational outcomes. A survey method was chosen due to its effectiveness in gathering standardized data from a broad range of participants.

● **Population and Sample**

The target population for this research consisted of employees and managers working across various industries in Kabul, Afghanistan. A convenience sampling method was utilized, allowing the

researcher to collect data from participants who were easily accessible and willing to contribute. A total of 230 participants completed the survey, providing sufficient data for statistical analysis.

Table 1: The participant breakdown is detailed below:

Variable	Category	Frequency (n)	Percentage (%)
Position	Manager	70	30.4%
	Supervisor	60	26.1%
	Employee	90	39.1%
	Other	10	4.4%
Organization Size	Less than 30 employees	40	17.4%
	31–150 employees	100	43.5%
	151–300 employees	60	26.1%
	More than 300 employees	30	13.0%
Industry Sector	Various	230	100%

● ***Instrument***

The primary data collection tool was a structured questionnaire. The questionnaire was borrowed and adapted from several recognized academic sources to ensure its reliability and relevance to the research objectives.

- The section on Traditional Management Principles was based on Fayol's classical management theory (Fayol, 1949) and expanded with insights from Robbins and Coulter (1995).
- Items related to employee satisfaction and employee turnover were adapted from human resource frameworks discussed by Dessler (2020).

All questionnaire items were measured using a 5-point Likert scale, where 1 indicated "Strongly Disagree" and 5 indicated "Strongly Agree".

The questionnaire was divided into five main sections:

- Demographic Information
- Traditional Management Principles
- Employee Satisfaction
- Perceived Organization Profitability
- Employee Turnover Perception

● ***Data Collection Procedure***

Participants were approached personally and invited to complete the questionnaire either physically (hard copy) or online through a secure survey platform. Before participation, all individuals were informed about the purpose of the study, and consent was obtained. Participants were assured of the confidentiality of their responses and their right to withdraw at any time.

● **Data Analysis**

After data collection, the responses were coded and entered into Stata and SPSS software for analysis. The following statistical techniques were planned:

- **Descriptive Statistics** (mean, standard deviation, frequencies) to summarize participant characteristics and key variables.
- **Correlation Analysis** to test the relationships between traditional management practices and the outcome variables.
- **Multiple Linear Regression** Analysis to determine the predictive power of traditional management practices on employee satisfaction, company profitability, and employee turnover.

● **Ethical Considerations**

Ethical research practices were strictly followed throughout the study. Participation was entirely voluntary, and all information was collected anonymously to protect participant identity. The study complied with academic ethical standards for research involving human subjects.

Table 2: Validity and Reliability

Test	Measure	Result	Interpretation
Face Validity	Expert and logical judgment	Established	Questions are directly aligned with constructs (Traditional Management, Satisfaction, Profitability, Turnover Intention). No confusion or ambiguity.
Content Validity	Based on established literature and adoption	Confirmed	Items were adapted from previous validated studies, ensuring comprehensive coverage of each concept.
Construct Validity (Preliminary)	Structure review through correlation of items	Acceptable	Items showed logical grouping behavior. However, with 30 participants, full factor analysis is not statistically powerful.
Internal Consistency (Reliability)	Cronbach's Alpha (entire questionnaire)	0.927	Excellent internal consistency. Values above 0.9 indicate strong reliability.

FINDINGS

Model 1: DV = Employee Satisfaction (ES)

Regression Equation:

$$ES = \beta_0 + \beta_1 (TMP) + \varepsilon$$

Model 2: DV = Perceived Organizational Profitability (OPP)

Regression Equation:

$$POP = \beta_0 + \beta_1(TMP) + \varepsilon$$

Model 3: DV = Turnover Intention (TI)

- **Regression Equation**

$$TI = \beta_0 + \beta_1 (TMP) + \varepsilon$$

To examine the impact of Traditional Management Practices (TMP) on the three key organizational outcomes, three separate simple linear regression analyses will be conducted. The dependent variables are Employee Satisfaction (ES), Perceived Organizational Profitability (POP), and Turnover Intention (TI). Each regression model tests the strength, direction, and significance of the relationship between TMP and the respective dependent variable.

- **Data Fitness**

Table 3: Reliability and Validity

Variable	CA	CR	AVE
TMP	0.911	0.926	0.682
ES	0.902	0.918	0.675
POP	0.887	0.902	0.661
TI	0.915	0.930	0.688

Table 3 shows the reliability and validity results for the main study variables: Traditional Management Practices (TMP), Employee Satisfaction (ES), Perceived Organizational Profitability (POP), and Turnover Intention (TI). All variables have Cronbach's Alpha values between 0.887 and 0.915, which are well above the recommended minimum of 0.70. This means the items within each scale are consistent with each other. The Composite Reliability (CR) values range from 0.902 to 0.930, again exceeding the acceptable standard of 0.70, confirming that the measures are reliable. The Average Variance Extracted (AVE) values are all above 0.60, indicating good convergent validity. In other words, the items for each construct explain a high proportion of the variance compared to measurement error. Overall, these results confirm that the measurement model is both reliable and valid, making it suitable for further statistical analysis, including regression testing and hypothesis evaluation.

Table 4: Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
EP	230	3.992	.537	2.59	5
POP	230	3.966	.582	2.43	5
TI	230	2.067	.59	1	3.77
TMP	230	3.991	.462	2.69	5

Table 4 presents the descriptive statistics for the study's main variables. The average score for Employee Productivity (EP) is 3.99 (SD = 0.54), indicating that employees generally consider themselves to be productive. Perceived Organizational Profitability (POP) has a similar mean of 3.97 (SD = 0.58), reflecting positive views of the organization's performance and stability. Traditional Management Practices (TMP) also have a mean of 3.99 (SD = 0.46), suggesting that respondents view their organizations as applying these practices effectively. In contrast, Turnover Intention (TI) has a much lower mean of 2.07 (SD = 0.59), showing that employees have relatively low intentions to leave their jobs. The moderate standard deviations indicate consistent responses across participants. Overall, the findings suggest that the sample is characterized by strong productivity, favorable perceptions of organizational health, effective management practices, and low turnover intentions.

Table 5: Correlations of the Variables

Variables	(1)	(2)	(3)	(4)
(1) EP	1.000			
(2) POP	0.601	1.000		
(3) TI	-0.638	-0.616	1.000	
(4) TMP	0.843	0.728	-0.782	1.000

Table 5 illustrates the Pearson correlation coefficients among the primary study variables. Employee Productivity (EP) shows a strong positive correlation with Traditional Management Practices (TMP) ($r = 0.843$, $p < 0.01$), indicating that higher adherence to traditional management practices is associated with increased employee productivity. Additionally, EP is positively correlated with Perception of Organizational Practices (POP) ($r = 0.601$, $p < 0.01$), suggesting that positive perceptions of how the organization operates are linked to greater productivity. In contrast, EP is negatively correlated with Turnover Intention (TI) ($r = -0.638$, $p < 0.01$), implying that more productive employees are less likely to consider leaving their jobs. Moreover, TI is negatively correlated with both POP ($r = -0.616$, $p < 0.01$) and TMP ($r = -0.782$, $p < 0.01$), suggesting that favorable organizational practices and strong traditional management approaches are associated with reduced turnover intentions. These findings provide empirical support for the interconnectedness of traditional management practices, organizational perceptions, employee productivity, and retention.

- **Normality Test**

- **Skewness/Kurtosis tests for Normality**

Table 6: Indicates the output of normality test.

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj_chi2(2)	Prob>chi2
EP Residual	230	0.847	0.936	0.040	0.978

The results of the Skewness/Kurtosis test for normality for the residuals of the Employee Productivity (EP) variable are presented in Table 6. With a sample size of 230, the test yields a p-value of 0.978 for the joint chi-square statistic ($\text{adj chi}^2(2) = 0.040$). Additionally, the individual p-values for skewness (0.847) and kurtosis (0.936) are both well above the conventional significance level of 0.05. These results indicate that the residuals of the EP variable do not significantly deviate from normality. Therefore, the assumption of normality is satisfied, suggesting that the data distribution is approximately normal and suitable for parametric analyses such as regression.

Table 7: Indicates the output of normality test.

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj_chi2(2)	Prob>chi2
POP Residual	230	0.649	0.897	0.220	0.894

Table 7 displays the results of the Skewness/Kurtosis test for normality for the residuals of the Perception of Organizational Practices (POP) variable. With 230 observations, the test yields a p-value of 0.894 for the joint adjusted chi-square statistic ($\text{adj } \chi^2 (2) = 0.220$). The individual p-values for skewness (0.649) and kurtosis (0.897) are both greater than the conventional alpha level of 0.05, indicating no significant departure from normality in the distribution of residuals. These results confirm that the residuals of the POP variable are approximately normally distributed, thereby satisfying the assumption of normality required for parametric statistical procedures such as regression analysis.

Table 8: Indicates the output of normality test.

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj_chi2(2)	Prob>chi2
TI Residual	230	0.903	0.287	1.160	0.560

As shown in Table 8, the Skewness/Kurtosis test for normality was conducted for the residuals of the Turnover Intention (TI) variable. With 230 observations, the results indicate no significant deviation from normality, as evidenced by a joint adjusted chi-square value of 1.160 and a corresponding p-value of 0.560. Additionally, the individual p-values for skewness (0.903) and kurtosis (0.287) exceed the 0.05 threshold, further confirming that the residuals are symmetrically distributed with no excessive flatness. These findings indicate that the normality assumption is satisfied for the TI variable, supporting the validity of subsequent parametric analyses.

● **Heteroskedasticity Test**

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance
 Variables: fitted values of EP
 chi2(1) = 0.26
 Prob > chi2 = 0.6120

The Breusch-Pagan / Cook-Weisberg test was performed to assess the presence of heteroskedasticity in the residuals of the regression model using the fitted values of Employee Productivity (EP). The test produced a chi-square value of 0.26 with an associated p-value of 0.612. Since the p-value exceeds the conventional threshold of 0.05, the null hypothesis of constant variance cannot be rejected. This indicates that there is no evidence of heteroskedasticity, and the assumption of homoscedasticity is upheld. As a result, the regression model satisfies the requirement of equal error variance, supporting the reliability of standard errors and related inferences.

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance
 Variables: fitted values of POP
 chi2(1) = 0.08
 Prob > chi2 = 0.7733

The Breusch-Pagan / Cook-Weisberg test for heteroskedasticity was conducted using the fitted values of Perception of Organizational Practices (POP). The chi-square value obtained was 0.08, with a p-value of 0.7733. Since the p-value exceeds the 0.05 significance level, we fail to reject the null hypothesis of constant variance. This suggests that there is no evidence of heteroskedasticity in the residuals, indicating that the assumption of homoscedasticity holds for the POP variable. Therefore, the model's error variance remains constant, supporting the validity of the regression analysis.

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance
 Variables: fitted values of TI
 chi2(1) = 2.07
 Prob > chi2 = 0.1506

The Breusch-Pagan / Cook-Weisberg test for heteroskedasticity was performed using the fitted values of Turnover Intention (TI). The test yielded a chi-square value of 2.07, with a p-value of 0.1506. Since the p-value exceeds the standard 0.05 threshold, we fail to reject the null hypothesis of constant variance. This result indicates that there is no significant evidence of heteroskedasticity in the residuals, meaning that the assumption of homoscedasticity is satisfied for the TI variable. Therefore, the model's error variance is constant, and the reliability of the regression estimates is not compromised by unequal variance.

● **Regression Output**

Table 9: Linear regression

EP	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
TMP	.98	.041	23.64	0	.898	1.061	***
Constant	.083	.166	0.50	.62	-.245	.411	
Mean dependent var		3.992	SD dependent var			0.537	
R-squared		0.710	Number of obs			230	
F-test		558.906	Prob > F			0.000	
Akaike crit. (AIC)		84.677	Bayesian crit. (BIC)			91.553	

*** $p < .01$, ** $p < .05$, * $p < .1$

A linear regression analysis was conducted to assess the influence of Traditional Management Practices (TMP) on Employee Productivity (EP). The findings indicate that TMP serves as a strong positive predictor of EP, with a coefficient of 0.98 and a statistically significant p-value ($p < 0.01$). The 95% confidence interval for the coefficient, ranging from 0.898 to 1.061, underscores the precision of the estimate, suggesting that an increase in TMP is closely associated with a proportional rise in employee productivity. The model explains 71% of the variance in EP (R-squared = 0.710), demonstrating a robust fit. Additionally, the F-test value of 558.91 ($p < 0.001$) confirms the overall significance of the regression model. Notably, the intercept does not exhibit statistical significance ($p = 0.62$), implying that it does not substantially contribute to the model. These results highlight the pivotal role of traditional management practices in fostering employee productivity within the examined organizational framework. These findings align with previous research emphasizing the significance of structured management approaches in enhancing workplace efficiency. Bloom and Van Reenen (2010) found that effective management practices contribute to higher employee engagement and productivity, reinforcing the idea that traditional management methods remain highly relevant in organizational success.

Table 10: Linear regression

POP	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
TMP	.917	.057	16.04	0	.805	1.03	***
Constant	.304	.23	1.32	.187	-.149	.757	
Mean dependent var		3.966	SD dependent var			0.582	
R-squared		0.530	Number of obs			230	
F-test		257.235	Prob > F			0.000	

As shown in Table 10, a linear regression analysis was conducted to examine the relationship between Traditional Management Practices (TMP) and Perception of Organizational Practices (POP). The analysis revealed that TMP has a statistically significant and positive effect on POP ($\beta = 0.917$, $p < 0.01$), with a 95% confidence interval ranging from 0.805 to 1.03. This indicates that greater emphasis on traditional management practices is associated with more favorable perceptions of organizational practices among employees. The model accounts for 53% of the variance in POP ($R^2 = 0.530$), reflecting a moderate to strong model fit. The F-statistic of 257.24 ($p < 0.001$) confirms the overall statistical significance of the regression model. The constant term was not significant ($p = 0.187$), suggesting it does not meaningfully affect the outcome. These findings underscore the importance of traditional management practices in shaping employees' organizational perceptions. Similarly, Bloom and Van Reenen (2010) emphasize that structured leadership fosters positive employee perceptions, reinforcing the relevance of conventional managerial frameworks in contemporary organizational settings.

Table 11: Linear regression

TI	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
TMP	-.999	.053	-18.94	0	-1.103	-.895	***
Constant	6.055	.212	28.58	0	5.637	6.472	***
Mean dependent var		2.067	SD dependent var			0.590	
R-squared		0.611	Number of obs			230	
F-test		358.869	Prob > F			0.000	
Akaike crit. (AIC)		195.651	Bayesian crit. (BIC)			202.527	

*** $p < .01$, ** $p < .05$, * $p < .1$

As illustrated in Table 11, a linear regression analysis was performed to assess the effect of Traditional Management Practices (TMP) on Turnover Intention (TI). The results demonstrate a statistically significant and negative relationship between TMP and TI ($\beta = -0.999$, $p < 0.01$), with a 95% confidence interval ranging from -1.103 to -0.895. This indicates that higher levels of traditional management practices are associated with lower levels of employees' intention to leave the organization. The constant term is also statistically significant ($p < 0.01$), with a coefficient of 6.055, suggesting that in the absence of TMP, turnover intention would be relatively high. The model explains approximately 61.1% of the variance in TI ($R^2 = 0.611$), and the F-statistic of 358.87 ($p < 0.001$) confirms the overall model significance. These findings emphasize the protective role of traditional management practices in reducing employee turnover intention. These results are consistent with previous research indicating that structured managerial approaches contribute to employee retention. According to Abdullah and Anwar (2021), organizations that implement effective management strategies experience lower turnover rates due to enhanced workplace stability and employee satisfaction. Similarly, Bloom and Van Reenen (2010) emphasize that structured work policies and leadership support mitigate turnover intention by fostering commitment and engagement among employees.

DISCUSSION

This study set out to understand how traditional management practices influence three key organizational outcomes: employee satisfaction, perceived organizational profitability, and employee turnover intention. The findings not only support the proposed hypotheses but also offer practical and theoretical insights into the ongoing relevance of classical management ideas.

The analysis revealed a strong positive relationship between traditional management practices and employee satisfaction. The regression results showed that traditional systems—characterized by clear roles, structured processes, and consistent supervision, explained 71% of the variance in satisfaction levels among employees. These findings align with earlier studies. For example, Jo and Shin (2025) argued that structured leadership improves job satisfaction by offering predictability and fairness in the workplace. Similarly, Sypniewska et al. (2023) linked employee development and stability, which are often part of traditional frameworks, to increased workplace engagement. This study reinforces those claims by showing that traditional systems, often dismissed as outdated, still hold strong value in modern settings, particularly in environments where employees seek structure over autonomy.

At the same time, the study found a significant positive relationship between traditional management practices and perceived organizational profitability. With an R^2 value of 0.53, the results suggest that when employees observe consistent, structured leadership and clear communication, they tend to view their organization as financially stable and well-managed. This is in line with Reitzig and Heiss (2025), who found that predictable systems boost employee trust in the company's long-term viability. Similarly, Tan and Chong (2021) showed that firms relying on traditional systems scored higher in employee-perceived profitability, especially in markets where stability is highly valued. The consistency of these results supports the idea that structure and order not only impact daily operations but also shape how employees view the broader financial picture of their organization.

Perhaps one of the most striking findings was the inverse relationship between traditional management practices and turnover intention. With a regression coefficient of -0.999 and an R^2 of 0.611, this suggests that traditional systems help lower employees' desire to leave their jobs. These findings echo the results of Kellerer and Süß (2025), who concluded that organizational commitment, often strengthened by clear leadership and career pathways, significantly reduces employee turnover. In another study, Asri (2022) highlighted how transparent promotion systems and consistent performance evaluations can build long-term loyalty, particularly in high-structure industries. However, it is important to contrast these findings with more modern perspectives. For instance, Rhee et al. (2017) found that younger employees often resist overly rigid systems in favor of autonomy and empowerment. This raises an important point: while traditional practices are effective in many settings, they may need to be balanced with elements of modern leadership to suit changing workforce expectations. Taken together, the study supports the view that traditional management practices continue to play a meaningful role in improving employee morale, organizational perception, and retention. In contrast to the widespread belief that these approaches are no longer suitable for today's dynamic work environments (Northouse, 2018), the findings suggest otherwise. Particularly in regions like Kabul, where many organizations still operate within a traditional hierarchy, these management styles may be better aligned with local expectations and cultural norms. However, these results should not be interpreted as a call to fully reject modern methods. Instead, they highlight the value of integrating structured practices with newer approaches like employee empowerment and flexible work design. Hybrid models that combine traditional stability with modern innovation may be the most effective path forward.

In conclusion, this study contributes to the ongoing conversation about how best to manage people in organizations. It shows that traditional management practices are not obsolete relics, but adaptable tools that, when used correctly, continue to deliver value in today's complex organizational world.

CONCLUSION

The study set out to investigate the influence of traditional management practices on employee satisfaction, perceived organizational profitability, and turnover intention. Drawing on data from 230 participants across various organizations in Kabul, the results provide strong support for the relevance of classical management principles in today's workplace. The findings confirm that traditional management practices, such as clear role definitions, centralized decision-making, and structured procedures, have a significant and positive effect on employee satisfaction and perceived profitability.

At the same time, they are associated with a notable decrease in turnover intention. These outcomes suggest that employees still value order, predictability, and consistency in how organizations are managed. In environments where uncertainty or limited resources are common, such practices can create a sense of stability and trust among the workforce.

The results also support earlier research that links structured leadership to higher job satisfaction (Jo & Shin, 2025), improved perceptions of financial health (Reitzig & Heiss, 2025), and stronger employee retention (Kellerer & Süß, 2025). By offering empirical evidence from a developing economy where traditional systems remain dominant, this study contributes to the global conversation about balancing modern and classical management models.

Overall, the study concludes that traditional management principles continue to be practical and effective. While they may not suit every context or industry, they can still play a valuable role when applied thoughtfully. Organizations should not disregard these approaches but consider how they can be integrated with modern practices to meet the diverse needs of today's workforce.

RECOMMENDATIONS

1. **Keep core traditional practices:** Organizations should keep core traditional practices, such as clear roles, structured procedures, and performance evaluations, as they contribute to employee satisfaction and stability.
2. **Use a hybrid approach:** A combination of traditional structure and modern practices like limited autonomy and flexible work options can help address the diverse needs of today's workforce.
3. **Integrate traditional principles into HR:** HR departments should apply traditional elements in training, onboarding, and career development to create a clear and consistent employee experience.
4. **Adjust management style to workforce needs:** Managers should recognize that some employees prefer structure, while others, especially younger staff, value creativity and flexibility.
5. **Review and update management practices:** Organizations should regularly assess and refine their management approaches to ensure they remain effective and relevant in a changing work environment.
6. **Encourage further research:** Future studies should explore the effectiveness of traditional and hybrid management models across different industries, age groups, and cultural settings.

FUTURE DIRECTION

This study highlights the continuing importance of traditional management practices in influencing employee satisfaction, organizational profitability, and turnover intention. However, further research is needed to explore these effects more deeply. Future studies could focus on long-term impacts by using longitudinal methods, especially in times of crisis or change. Comparative research across different industries, sectors, or regions would help determine how factors like organizational culture or national context influence the effectiveness of traditional practices. Researchers could also examine hybrid management models that combine traditional structure with modern elements such as flexibility, innovation, and employee empowerment. Including managerial viewpoints and objective performance data in future studies would provide a more complete understanding of how traditional management affects organizational outcomes.

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