

Authoritarian Leadership and Motivation: Key Factors in Employee Performance

Muhammad Aqil Khaliq¹, Aznuriyandi², Tasril³

^{1,2,3}Fakultas Ekonomi dan Bisnis Universitas Lancang Kuning, Indonesia

E-mail : aqilkhaliq9@gmail.com

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ABSTRACT : The purpose of this study is to determine whether the performance decisions of workers in PT. VI-BRJ Consortium Duri are more satisfied when they receive authoritarian leadership, work discipline, and motivation. According to this observation, there are 73 members. Purposeful sampling is a technique used to collect information. The facts used in this study are described descriptively and quantitatively. By using SPSS tools for fact processing, multiple regression equations are used as a descriptive approach. The findings of the study indicate that the measurement of X in this investigation individually and collectively has an impact. This is indicated by the value (R²) of 0.578, which indicates that 57.8% of member performance is caused by these factors.

Keywords: *Authoritarian Leadership Style, Work Discipline, Work Motivation, Performance*

INTRODUCTION

Because the quality of an organization's human resources determines its likelihood of success, HR presents unique challenges. An organization is established to achieve and navigate shared goals. The company's performance, which is closely linked to the performance of its human resources, indicates the success of achieving those goals. As a critical business asset, HR needs to be further developed and managed to help the company continue to achieve its goals.

Personnel must be able to carry out their duties effectively because HR, or personnel, is key to the performance of an organization. Employees or members may be unable to carry out their duties professionally due to various problems, obstacles, or challenges. Poor performance is the end result, which impacts low agency performance. Experts identify three categories that influence performance behavior: psychological, organizational, and individual

characteristics. Leadership is an organizational characteristic, while self-discipline and motivation are psychological and individual factors.

At PT. VI-BRIJ Consortium, employee performance is also evaluated based on how well they carry out their roles and responsibilities and complete tasks, both of which are positively correlated with the success of an agency. In that business, there are problems with employee performance, particularly the decline in employee motivation to achieve performance targets and the lack of willingness of colleagues to carry out their duties. This is evident from the large number of employees who do not complete all tasks during working hours and the completion of work that is less effective and efficient on time, resulting in non-compliance with work regulations, which results in employee performance continuing to decline.

Tabel 1. Project PT. VI-BRIJ Consortium in 2020-2024

Tahun	Kegiatan Project (Tahun)	Perkembangan (%)
2020	82 Project	-
2021	86 Project	4.88%
2022	92 Project	6.98%
2023	87 Project	-5.43%
2024	90 Project	3.45%

Source: PT. VI-BRIJ Consortium, 2025

Shows that advancing the development of business company work projects changes every year. This is because businesses always have work targets that change every year. An increase in work projects shows that the organization's efforts are moving well so that business goals can be achieved optimally. This cannot be separated from the work carried out by workers, so that the work project given by the company can be achieved optimally.

Staff member motivation is one of many measures that can influence their performance. Performance is positively correlated with staff motivation. The effort that drives someone to act is known as motivation. Thus, motivation can be an internal drive that drives someone to engage in certain behaviors to achieve a goal. Staff who are highly motivated to teach exhibit a number of behavioral traits, including persistence in the classroom, enthusiasm in the classroom, active and creative application of educational innovations for classroom learning, productive and innovative behavior in the classroom, and a strong work ethic that keeps them motivated to teach and prevents them from facing obstacles in their careers.

Staff discipline is another element of management strategy used to motivate organizational members to comply with rules and regulations or guidelines. The application of

management to strongly reinforce organizational rules is known as discipline and HR, and is key to achieving goals because it is difficult to achieve ideal goals without discipline. Staff members' knowledge and desire to promptly comply with organizational policies and social standards are fostered through discipline. However, close supervision of the implementation of this discipline is still necessary.

Table 2. Employee Absence at PT. VI-BRIJ Consortium

Tahun	Jumlah Karyawan	Absensi			Jumlah Keseluruhan
		Sakit	Izin	Alpha	
2020	252 Orang	30	15	5	50
2021	260 Orang	21	9	5	35
2022	269 Orang	18	10	3	31
2023	258 Orang	22	15	4	41
2024	258 Orang	15	20	4	39

Source: PT. VI-BRIJ Consortium, 2025

Worker morale will emerge from the leadership style, motivation and work discipline applied by a leader in an organization to achieve optimum direction. Therefore, an organization is required to have leaders who are able to create a dynamic atmosphere and are able to increase the morale of their subordinate workers, because the success of a business company is not only determined by good leaders but also good workers.

Improved leadership is a key factor supporting improved staff performance, in addition to motivation and discipline. The ability of members, including staff, to carry out assigned tasks depends on the leadership style chosen by the superior. Choosing a leadership style can improve productivity and is considered crucial because this leadership concept is considered more fundamental and can immediately address organizational stagnation and performance issues.

LITERATURE REVIEW

Authoritarian Leadership

Collaboration among the audience to achieve goals is a source of energy that fuels all group work, serves as an example to follow, inspires, rouses enthusiasm for work, and fosters confidence in subordinates to exercise self-control. If power or authority remains with the leader, the absolute majority remains with him, or if the leader adheres to a centralized authority system, here are some signs of authoritarian leadership:

1. Centralized decisions, this means that leaders who have an authoritarian style feel they have special privileges and must be treated with special respect by their subordinates. The decision making process only focuses on leadership. In other words, workers do not have rights to everything that leaders decide, and workers are not included.
2. Tasks are detailed, the leader announces that whatever the worker does must follow the leader's wishes.
3. Leader subjectivity, in behaving towards subordinates, leaders involve their personal feelings. Like assessing workers' work, leaders only involve their personal feelings, this assessment is based on their tastes towards workers.
4. Opinions are just lip service, the leadership actually does not give workers the opportunity to participate in providing opinions, suggestions or so on, this is because all decisions are only made by the leadership.
5. Strict supervision, monitoring everything that subordinate workers do while working, whether the work process follows the standards set by the company, this will limit the freedom of movement of each worker and make workers feel pressured by excessive supervision.

Work Discipline

Labor discipline is a tool used by pioneers to communicate with workers and encourage them to agree to change their behavior to conform to the code. According to experts, here is an index of its measurement:

1. Attendance is a basic indicator for measuring discipline and it is common for workers who have low work discipline to come to work.
2. Compliance with work regulations, workers who comply with work regulations will not ignore work procedures and will always follow the work guidelines set by the business.
3. Compliance with work standards can be seen through the extent of the worker's responsibility for the assigned tasks.
4. High level of alertness, workers who have high alertness will always be careful, calculated and precise in their work and will always use things completely and skillfully.
5. Working ethically, some employees may act rudely towards customers or co-workers or engage in inappropriate behavior. This is a form of undisciplined action, so working ethically is a form of employee work discipline.

Work motivation

Work motivation is the process that directs how much effort is expended on an employee's performance. Its indicators are:

1. The need for achievement, the desire to overcome or defeat challenges in order to progress and develop.
2. The need for affiliation, namely the desire to have relationships with other people.
3. The need for competence is the drive to prepare quality work.
4. The need for power, the urge to control a situation. In this case there is a tendency to take risks and destroy existing obstacles.

Performance

This refers to the actual behavior carried out by each individual as a result of the work efforts carried out by functionaries in accordance with their responsibilities in the organization. The parameters are:

1. Quality, which serves as a benchmark for implementing the main tasks of the organizational plan.
2. Quantity, the amount of work that can be completed, including the results of the quantity measurement in the form of work.
3. Task execution, the time of work completion, refers to the guarantee of completing tasks within the anticipated or required timeframe.
4. Responsibility, the extent to which a functionary member can carry out their responsibilities without consulting others for assistance or direction.

METHODS

The research object is the functional staff members of PT. VI-BRIJ Consortium in Duri. With a sample population of all PT. VI-BRIJ Consortium staff functionaries totaling 258, then a sample of 73 people was taken.

The sampling technique used purposive sampling, which involves selecting a representative sample. Calculation data is the data used in this review. This means the information collected is in the form of numbers that can be calculated. This information was also collected by tallying respondents' answers to questionnaires related to the problem being studied. Primary data came directly from clients, while secondary data came from books, organizational structures, and respondents.

The data collection technique was carried out by means of a poll of respondents delivered directly to the

sub-district head employees, and the consequences of direct meetings with the superiors of the PT. VI-BRIJ Consortium office functionaries in Duri.

The material in this study was investigated using quantitative descriptive analysis techniques. The SPSS application was then used for information processing and computation. This study used the tools and techniques for data analysis listed below. Testing of the assessment data instrument combined authenticity tests and assurance tests. Reasonableness tests, multicollinearity tests, heteroscedasticity tests, and combined tests were used to test conventional assumptions. Various direct relapse tests were used in information verification tests. In speculative testing, half t-tests, simultaneous F-tests, and (R²) tests were used.

RESULTS AND DISCUSSION

Respondent Characteristics

Because men are the dominant ones who earn a living for their families and need to work at the PT. VI-BRIJ Consortium office, in order to obtain income benefits, it is determined that the number of men is greater. It has been determined that the majority of Dispora staff are between 21-30 years old. This indicates that PT. VI-BRIJ Consortium staff aged 21-30 years are a fairly productive workforce with activities that have the resources to earn income.

In terms of educational level, most organizational staff have a diploma (high school) or equivalent, amounting to 60 staff. Most staff have worked at PT. VI-BRIJ Consortium for 1-5 years.

Validity Test Results

The assumption of the specified level is r the chart shows that the instructions used in this statement are valid, and the test instrument is said to be substantial.

Table 3. Validity Testing

No Butir Pernyataan	r hitung	r tabel	Keterangan
Pernyataan 1	0.524	0.2303	Valid
Pernyataan 2	0.564	0.2303	Valid
Pernyataan 3	0.609	0.2303	Valid
Pernyataan 4	0.718	0.2303	Valid
Pernyataan 5	0.675	0.2303	Valid
Pernyataan 6	0.551	0.2303	Valid
Pernyataan 7	0.643	0.2303	Valid
Pernyataan 8	0.673	0.2303	Valid
Pernyataan 9	0.753	0.2303	Valid
Pernyataan 10	0.510	0.2303	Valid

No Butir Pernyataan	r hitung	r tabel	Keterangan
Pernyataan 1	0.514	0.2303	Valid
Pernyataan 2	0.470	0.2303	Valid
Pernyataan 3	0.739	0.2303	Valid
Pernyataan 4	0.608	0.2303	Valid
Pernyataan 5	0.677	0.2303	Valid
Pernyataan 6	0.701	0.2303	Valid
Pernyataan 7	0.763	0.2303	Valid
Pernyataan 8	0.772	0.2303	Valid
Pernyataan 9	0.783	0.2303	Valid
Pernyataan 10	0.719	0.2303	Valid

No Butir Pernyataan	r hitung	r tabel	Keterangan
Pernyataan 1	0.677	0.2303	Valid
Pernyataan 2	0.652	0.2303	Valid
Pernyataan 3	0.553	0.2303	Valid
Pernyataan 4	0.624	0.2303	Valid
Pernyataan 5	0.646	0.2303	Valid
Pernyataan 6	0.638	0.2303	Valid
Pernyataan 7	0.681	0.2303	Valid
Pernyataan 8	0.703	0.2303	Valid

No Butir Pernyataan	r hitung	r tabel	Keterangan
Pernyataan 1	0.663	0.2303	Valid
Pernyataan 2	0.676	0.2303	Valid
Pernyataan 3	0.564	0.2303	Valid
Pernyataan 4	0.618	0.2303	Valid
Pernyataan 5	0.320	0.2303	Valid
Pernyataan 6	0.345	0.2303	Valid
Pernyataan 7	0.644	0.2303	Valid
Pernyataan 8	0.647	0.2303	Valid

Source: Processed Data, 2025

As can be observed from the chart description above, the r-value for each indicator is greater than the r-value. Thus, the survey measure used is valid.

Table 4. Reliability Testing

Variabel	Cronbac's Alpha	N of Item
Gaya Kepemimpinan Otoriter (X ₁)	0.847	10
Disiplin Kerja (X ₂)	0.822	10
Motivasi (X ₃)	0.756	8
Kinerja Karyawan (Y)	0.772	8

Source: Processed Data, 2025

Each statement used can be said to be correct because the reliability coefficient value of 0.60 is higher than the provisions seen in the test results.

Normality Test Results

The original purpose of the fairness test was to determine whether the information was frequently shared. Audit information is typically used with the assumption that it covers all aspects.

Normal P-P Plot of Regression Standardized Residual

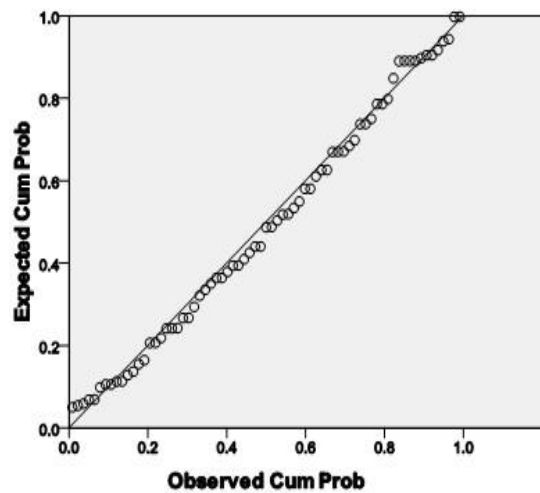


Figure 1. Normality Test
Source: Processed Data, 2025

The research data is normally distributed, as evidenced by the distribution of points around the diagonal line.

Multicollinearity Test Results

It is used to check whether there is a relationship between the loose consideration and the fast backslide model.

Table 5. Multicollinearity Testing

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Gaya Kepemimpinan Otoriter	.342	3.837
Disiplin Kerja	.317	2.679
Motivasi	.306	3.246

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data, 2025

Based on the experimental results, it can be seen that the resistance level is > 0.01 and the VIF level is < 10 . As a result, there is no correlation between the experimental results and the independent factors.

Multiple Linear Regression Analysis Test Results

Used to test the strength of the relationship between subordinate factors, especially variable Y and X.

Table 6. Multiple Linear Regression Analysis Testing
Coefficients^a

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	8.216	1.704
Gaya Kepemimpinan Otoriter	.212	.291
Disiplin Kerja	.368	.242
Motivasi	.412	.454

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data, 2025

The constant value of 8.216 means that the consistent value of Y is 8.216. The value (b1) of X1 is 0.212, the value (b2) of X2 is 0.368, the value (b3) of X3 is 0.412, therefore X1, X2, and X3 state that the existence of these values has a definite positive effect on Y.

t-Test Results (Partial)

An analysis of independent factors is carried out which fundamentally influences the dependent variable to a certain extent if the t-sum $>$ of the t-chart and the significance level is not the same or equal to 0.05.

Table 7. t-test
Coefficients^a

Model	t	Sig.
1 (Constant)	3.938	.000
Gaya Kepemimpinan Otoriter	2.067	.029
Disiplin Kerja	2.168	.002
Motivasi	2.248	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data, 2025

The effect of implementing the t-test X1, X2, X3 is known to be r chart 1.995 and the calculated t-values are 2.067, 2.168, 2.248 and sig. value 0.000-0.029 $>$ 0.05 which means that factors X1, X2, and X3 have segmental meaning and have a simultaneous impact on Y.

F Test Results (Simultaneous)

Used to determine the meaning of the influence of autonomous or independent factors, between X and Y.

Table 8. F Test
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	285.541	5	57.528	20.526	.000 ^a
Residual	387.654	69	4.333		
Total	673.195	73			

a. Predictors: (Constant), Gaya Kepemimpinan Otoriter, Disiplin Kerja, Motivasi

b. Dependent Variable: Kinerja Karyawan

Source: Processed Data, 2025

As shown in the results of the Anova chart information, it can be understood that 20.526 $>$ 3.13. This implies that at the same time, segmental factors influence simultaneously.

Results of the Coefficient of Determination (R2) Test

The final step in a quantitative investigation is this examination, which determines how much influence variable X has on Y and how much influence it has on

other factors that are not part of this investigation.

Table 9. R² Test Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.590	.578	2.13062

a. Predictors: (Constant), Gaya Kepemimpinan Otoriter, Disiplin Kerja, Motivasi

b. Dependent Variable: Kinerja Karyawan

Source: Processed Data, 2025

It tends to be seen that the R² figure is 0.578. This actually means that the relationship between the independent and dependent factors in the meaning is 57.8%, while the remaining 42.2% is due to other factors excluded from this test model.

CONCLUSION

The results of the processing used directly by the author during the research period can be concluded in the following information:

Leadership also has a significant and partial influence on employee performance. PT. VI-BERJ which has high leadership will be more responsible in preparing assignments according to decided work procedures. So it can be decided that (H1) in this study is accepted.

Discipline also has a significant and partial influence on worker performance. Workers who have high discipline will be more responsible in preparing assignments according to procedures. So it can be decided that (H2) in this study is accepted.

Motivation has a partial influence on worker performance. However, motivation is still important as internal support in supporting employee morale. So it can be decided that (H3) in this study is accepted.

Performance to staff members at PT. VI-BERJ is influenced by these three elements. Thus (H4) in the study is

accepted.

It is recommended that PT. VI-BERJ in Duri pays more attention to elements that influence leadership itself, worker discipline, and worker input motivation. Work performance achievements will be realized if the organization performs better and better because of the high performance of the organization.

This thesis is intended to serve as an additional resource for investigators and offer a more comprehensive understanding of SDM-related factors.

It is hoped that this observation can be expanded and implemented in the future by including more criteria and conducting more in-depth studies so that a more perfect level of HR influence is obtained.

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