

Authoritarian Leadership Style Model, Job Burnout and Work Discipline in Improving Performance

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Abstract

This study aims to determine the effect of authoritarian leadership style, job burnout and work discipline on employee performance at PT Indomarco Prismatama Jakarta 2 Branch. The research design uses casual quantitative methods. Respondents of this study were 65 employees at PT Indomarco Prismatama Jakarta 2 Branch. The data processing tool used is Smart-PLS (Partial Least Square) through outer model testing, inner model and hypothesis testing. The results showed that Authoritarian Leadership had no significant effect on employee performance. However, Job Burnout and Work Discipline have a positive and significant influence on Employee Performance at (PT. Indomarco Prismatama Jakarta 2 Branch). These findings highlight the importance of paying attention to factors such as Job Burnout and Work Discipline in improving employee performance. Management can use the results of this study to develop more effective strategies and policies in improving employee performance in their work environment.

Keywords: Work Discipline, Authoritarian Leadership Style, Job Burnout, Employee Performance

Introduction

In the era of globalization and increasingly tight business competition, the success of an organization does not only depend on external factors, but also greatly depends on the abilities and high performance of each team member (Oktavia et al., 2025). In this context, employees become valuable assets that can make a major contribution to achieving company goals (Ega et al., 2025).

Human resources are very important for key factors to get good performance. Company employees are the driving force of company operations, so if employee performance is good, then company performance will also increase. The problem of employee performance of PT. Indomarco Prismatama Branch Jakarta 2 Area Kemayoran,

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there is a leadership style that seems selfish, only cares about results and does not see the process or problems. The leadership style applied seems authoritarian, absolute authority is centered on the leader, decisions are always made by the leader, there is no opportunity for subordinates to provide suggestions. The author got this statement based on the results of interviews with employees of PT. Indomarco Prismatama Branch Jakarta 2 Area Kemayoran.

Continuing the interview results, excessive work demands given by superiors with very limited time given, besides that employees tend to be tired so they postpone and avoid work because they feel burdened by Employees at PT. Indomarco Prismatama Branch Jakarta 2 as well as the problem of employee work discipline which is still very lacking, where there are still employees who are absent, this problem clearly shows that employee work discipline at PT. Indomarco Prismatama Branch Jakarta 2 really needs to be improved so that overall employee performance is better, so that the functional tasks of each employee can be carried out in accordance with the goals expected by the company.

Before the research was conducted, the author conducted a pre-survey related to employee work performance at PT. Indomarco Prismatama Branch Jakarta 2 Area Kemayoran. The following is the performance scale of PT. Indomarco Prismatama Branch Jakarta 2 Area Kemayoran.

Table 1. Performance Scale

Number	Assessment Aspects	Rating	Scale Target
1	How often do employees meet deadlines ?	55%	100%
2	Employees work efficiently in teams	55%	100%
3	Employees have a good understanding of their duties and responsibilities in the company.	55%	100%
4	Employees are passionate about providing creative solutions	55%	100%
5	Employees efficiently train interns and new employees	55%	100%
6	Employees enthusiastic in new workplace	55%	100%

Source: Processed Data (2024)

Table 1 shows that the results of the performance scale assessment from the assessment aspect have not reached what the company expected. The assessment category of the leader has not met employee expectations, the leader is still lacking in empowering employees to work together, the condition of job burnout is still often felt by employees, work discipline has not reached the target even though it has met expectations, the rules for going home and coming to the office have also not met the target, the leader has not met employee expectations, the leader is still lacking in empowering employees to work together, career development has not met employee expectations and facilities even though they are in accordance with expectations are still felt to be lacking.

Table 2 describes the presence of employees of PT. Indomarco Prismatama Branch Jakarta 2 Area Kemayoran. There is a number of employee absences that are not as expected.

Table 2. Employee Attendance Data

Year	Number of employees	Employee attendance	%	Employee absence	%
2020	60	45	75%	15	25%
2021	60	50	83%	10	16%
2022	60	52	86%	8	13%

Source: PT. Indomarco Prismatama Branch Jakarta 2 Kemayoran Area

Based on table 2, it is known that during the three-year period from 2020 to 2022 there was a fluctuation in work attendance, where the highest absence in 2020 was 25% of the total number of employees. The lack of employee work attendance will disrupt the work process and employee performance and will ultimately have an impact on the achievement of company performance. Based on the background above, the purpose of this study is to determine the effect of Authoritarian Leadership Style, Job Burnout and Work Discipline on Employee Performance with a study at PT. Indomarco Prismatama Branch Jakarta 2.

Theory Review

Employee performance

According to Heriyanti & Putri (2021) , the definition of performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Parashakti & Setiawan (2019) state that performance is real behavior displayed by each person as work achievements produced by employees according to their role in the company.

According to Budiman & Steven (2021), performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The performance dimensions used in this study are adapted from the theory put forward by Afandi (2018) which is divided into three dimensions, namely: first, the dimension of work results consisting of three indicators: Quantity of work results, Quality of work results, and Efficiency in carrying out tasks. Second, work behavior consisting of three indicators, namely: Work discipline, Initiative, Accuracy. Finally, personal traits consisting of three indicators, namely: Leadership, Honesty, and Creativity.

Authoritarian Leadership Style

According to Aviantono (2023) , the authoritarian leadership style of the leader determines himself and in the plan for his group, makes his own decisions but gets full responsibility. Subordinates must obey and follow his orders, so the leader determines or dictates the activities of his members. The authoritarian leadership style according to

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Mattayang (2019) is a leader style that has centralized all decisions and policies that he wants to take from himself in full. All divisions of tasks and responsibilities will be held by the authoritarian leader, while the subordinates only carry out the tasks that have been given.

According to Purwanto & Asbari, (2020), this type of leader is very dominant in every decision-making and every policy, regulation, procedure is taken from his own idea. He limits the initiative and thinking power of his members. So, autocratic leadership is leadership carried out by a leader with his own winning attitude, closed to suggestions from others and has high idealism. The indicators of authoritarian leadership style according to Nuralifah & Lestari, (2023) , namely: absolute authority is centered on the leader, decisions are always made by the leader and there is no opportunity for subordinates to provide suggestions.

Job Burnout

According to Priyono & Saraswati, (2023) , Burnout is a phenomenon that is often found in modern society. This occurs due to the high workload faced by employees and the encouragement of the company to increase the level of employee productivity, which will ultimately reduce the physical and mental energy of employees, and lead to fatigue which ultimately results in burnout .

Burnout is a symptom of physical, emotional, attitudinal and behavioral exhaustion, feelings of dissatisfaction with oneself and distrust of one's abilities and lack of desire for personal achievement that arise due to prolonged work stress, a reaction to circumstances that accompany a person when facing such stress and is a response to interpersonal stressors at work. Burnout will have a negative impact on individuals and companies, including causing low or decreased employee job performance . (Hayati & Fitria, 2019) . Ramadhini, (2022) stated that job burnout can reduce employee performance and increase the level of lack of focus on work. Increasing errors at work also makes it easier for work accidents to occur in the company environment.

According to Patricia (2021) , burnout has four indicators, first, physical fatigue where there is a lack of energy in a person by feeling tired for a long period of time. Second, emotional fatigue which is characterized by a condition of burnout which is manifested in feelings marked by loss of feelings, attention and trust. Third, mental fatigue is a consequence of doing tasks with a high level of difficulty that involves information processing. Finally, low self-esteem, namely lack of self-actualization, low work motivation, and decreased self-confidence.

Work Discipline

According to Illanisa et al. (2019) Work discipline is the behavior of employees who always try to do all their work well and obey all regulations in the company and employees are willing to accept all forms of punishment if they have violated the obligations that have been given to them. Anggraini et al. (2023) stated that work discipline is an attitude of respecting, appreciating, obeying and obeying applicable

regulations, both written and unwritten, and being able to carry out and not avoiding accepting sanctions if they violate the duties and authorities given to them.

According to Saputri et al. (2021) , there are 4 indicators, namely: punctuality in arriving at work, punctuality in going home, compliance with applicable regulations and use of prescribed work uniforms.

Formulation of Hypothesis Based on Previous Research

The Influence of Authoritarian Leadership Style on Employee Performance

Leadership plays an important role because a leader is someone who will move and direct the organization in achieving and motivating its employees, which has an impact on improving performance. This study is also supported by research by Victuria & Hidayat (2022) which states that authoritarian leadership style has a significant effect on employee performance. and research by Supriyanto (2021) which states that authoritarian leadership style has a significant effect on employee performance, then research by Yanuari et al. (2024) which states that leadership style has a positive and significant effect on employee performance.

H1: Leadership style influences employee performance

The Impact of Job Burnout on Employee Performance

Burnout is a form of fatigue caused by someone who is too active, has high dedication and commitment, is active for too long and too much and views needs and desires as secondary things that can cause the individual to feel pressure that contributes more to the company. The results of the study by Hayati & Fitria (2019) which stated that burnout has a positive effect on employee performance, Khustina & Laily (2019) which stated that burnout also has a significant effect on employee performance at PT. Asia Kemasan Cantik Surabaya then Fatriya & Hidayati (2022) which stated that Job burnout has a positive and significant effect on turnover Intention.

H2: Job Burnout has an effect on employee performance

The Influence of Work Discipline on Employee Performance

Discipline is also interpreted as a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience to the regulations that apply in society for certain purposes. The results of research by Anggraini et al., (2023) which stated that work discipline simultaneously has a significant effect on employee performance, Syafrina (2019) and Fadzillah et al., (2024) stated that there is a significant influence between work discipline and employee performance. Furthermore, Tarigan & Priyanto (2021) and Nazara & Yuliana (2024) stated that work discipline has an effect on employee performance.

H3: Work discipline has an effect on employee performance.

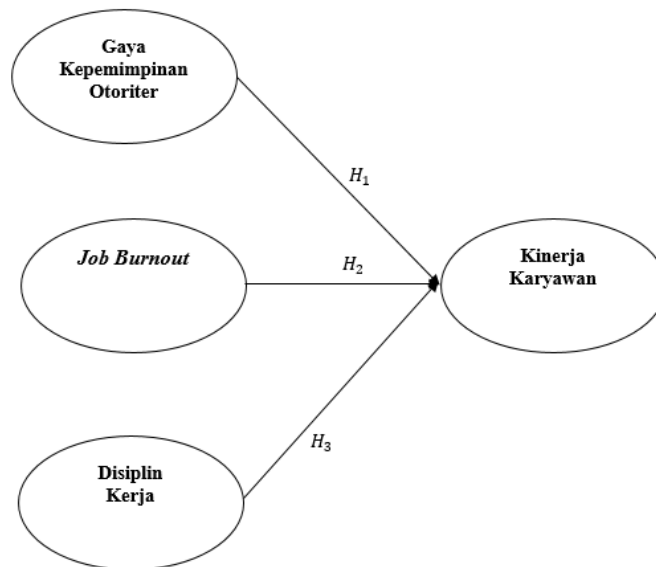


Figure 1. Research Hypothesis

Research methods

This study uses a quantitative descriptive method with a saturated sampling technique. This research was conducted at PT. Indomarco Prismatama Branch Jakarta 2, Jl. Ancol Barat VII No.3 Jakarta. The time of this research was carried out from April 2023 to January 2024. Involving all employees of PT. Indomarco Prismatama Branch Jakarta 2 as many as 65 people to become research respondents. The data used is primary data obtained through the distribution of questionnaires created with Google Form . The data analysis technique uses Partial Least Square (PLS) .

This study has a complex model and a limited number of samples, so in data analysis using SmartPLS software. SmartPLS uses the bootstrapping method or random duplication. Therefore, the assumption of normality will not be a problem. In addition, by doing bootstrapping, SmartPLS does not require a minimum number of samples, so it can be applied to research with a small number of samples. An ordinal scale with a range of 1-5 is used in this study.

Table 1. Research Construct

Variables	Indicator	Reference
Authoritarian Leadership	X1.1=Job authority in the company is always centered on my leader. X1.2=My leader always makes his own decisions for the success of the company.	Nuralifah & Lestari, (2023)

	X1.3=My leader does not give employees the opportunity to participate in decision making. X1.4=My leader does not trust the suggestions given by his subordinates. X1.5=Every time a job is finished, the manager makes corrections to my work. X1.6=The leader always carries out strict supervision of his subordinates.	
Job Burnout	X2.1=I feel extremely physically tired. X2.2=I feel like I want to finish the work quickly X2.3=I feel very bored when doing my work X2.4=The heavy workload makes me frustrated X2.5=Teamwork makes me feel limited in my work. X2.6=I feel unable to do things well	Patricia (2021)
Work Discipline	X3.1=I always arrive on time at work. X3.2=I always go home from work at the specified time. X3.3=I always follow the applicable rules that have been set by the company. X3.4=I always wear the work clothes or uniform that the company has determined. X3.5=I always do my assignments on time and in accordance with existing provisions. X3.6=Penal sanctions are given to every employee who violates the regulations. X3.7=The work must be completed before the specified deadline. X3.8=I feel that leaders can be role models and role models for their subordinates. X3.9=The existence of active togetherness	Saputri et al ., (2021)

Employee performance	between superiors and subordinates can make me feel harmonious in realizing good cooperation. X3.10=I agree that the objectives of the work assigned to employees must be in accordance with the abilities of the employees concerned. Y1= I am able to complete work according to the standard amount set by the company. Y2=I can complete every job carefully and neatly Y3=I always complete the work that is my responsibility within a certain time period well. Y4=I always optimize my energy and thoughts or concentration fully for work effectiveness. Y5=I have the desire to provide the best results for the company Y6=Carefulness in carrying out work will produce good quality work. Y7=The leader always creates a good relationship atmosphere for his employees. Y8=I prioritize honesty in completing every job to improve work results. Y9=I am able to solve problems in my work Y10=I am able to complete work without help from others.	Afandi (2018)
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Results and Discussion

Respondent Demographics

The data in this study were obtained by distributing questionnaires to 65 respondents who were employees of PT. Indomarc Prismaatama Cabang Jakarta 2. Of the 65 respondents, the majority of respondents who participated in the study were male, as

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many as 33 people. Based on age, the majority of employees who participated in this study were 20-25 years old, as many as 22 respondents. Based on education level, the majority of high school graduates were 29 respondents. Based on length of service, the majority of employees who participated in the study had worked for 3-4 years, as many as 23 respondents.

Convergent Validity Test Results

Convergent validity testing is needed to observe measures that have a positive relationship from the same construct using alternative steps (Simbolon et al ., 2024; Poetry et al., 2025) . Convergent validity testing is tested from each construct indicator. According to Ghozali (2018) , an indicator is said to be valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.50, it will be dropped from the model.

Convergent Validity Test

Variables	Indicator	Outer Loadings	Information
Authoritarian Leadership Style	X1.1	0.946	Valid
	X1.2	0.901	Valid
	X1.3	0.726	Valid
	X1.4	0.720	Valid
	X1.5	0.875	Valid
	X1.6	0.889	Valid
Job Burnout	X2.1	0.853	Valid
	X2.2	0.896	Valid
	X2.3	0.893	Valid
	X2.4	0.900	Valid
	X2.5	0.836	Valid
	X2.6	0.920	Valid
Work Discipline	X3.1	0.848	Valid
	X3.2	0.898	Valid
	X3.3	0.890	Valid
	X3.4	0.786	Valid
	X3.5	0.822	Valid
	X3.6	0.842	Valid
	X3.7	0.901	Valid
	X3.8	0.841	Valid
	X3.9	0.872	Valid
	X3.10	0.933	Valid
Work Performance	Y1	0.927	Valid
	Y2	0.873	Valid
	Y3	0.886	Valid
	Y4	0.882	Valid

Y5	0.913	Valid
Y6	0.962	Valid
Y7	0.935	Valid
Y8	0.931	Valid
Y9	0.920	Valid
Y10	0.856	Valid

Source: Processed Data (2024)

The highest value on the outer loading of an element means that the related indicators have similarities (Sabilla & Yuliana., 2025; Salsabila et al., 2025) . The substantial part of each indicator variant can be explained by the latent variable with a minimum of 5% according to the established policy, where the reference value of the outer loading is 0.5 or greater, with an optimal value of 0.7 or greater (Firdaus et al ., 2024 ; Parashakti et al., 2024) .

Average Variance Extracted (AVE)

The AVE value aims to measure the level of variation of a construct component collected from its indicators by adjusting the error rate. Testing with AVE values is more critical than composite reliability . The minimum recommended AVE value is 0.50. The AVE output obtained from Smart PLS 3.0 is presented in table 3.

Table 3. Reliability Test and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Authoritarian Leadership Style	0.938	0.942	0,718
Job Burnout	0.955	0.944	0,780
Work Discipline	0.967	0.963	0.747
Work Performance	0.979	0.977	0,826

Source: Processed Data (2024)

Reliability Test Results

The following presents the reliability test data using SmartPLS 3.0.0 with the PLS-Algorithm procedure with the results of the Cronbach's Alpha and Composite Reliability values contained in Table 3. The results of the reliability test on each variable can be seen with a composite reliability value > 0.7, meaning that all instruments used are declared trustworthy and reliable because the answers from respondents are considered consistent (Alfian et al., 2025) .

Hypothesis Test Results

Based on the results of the hypothesis testing presented in table 4, it is stated that H1 is rejected, while H2 and H3 are supported.

Table 4. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Authoritarian Leadership Style-> Performance	0.106	0.112	0.191	0.556	0.579
Job Burnout-> Performance	0.455	0.410	0.117	3,887	0,000
Work Discipline -> Performance	0, 268	0, 270	0, 132	2 , 041	0.0 42

Source: Processed Data (2024)

The following is a detailed discussion and explanation for each hypothesis based on table 4 above:

Based on the test results on the influence of Authoritarian Leadership Style on Performance, it has an original sample value of 0.106 and has a t- statistic value $< t\text{-table}$ ($0.556 < 1.96$) so it can be concluded that the first hypothesis is rejected. Based on the test results on the influence of Job Burnout on Performance, it has an original sample value of 0.455 and has a t- statistic value $> t\text{-table}$ ($3.887 > 1.96$) so it can be concluded that the second hypothesis is accepted. Based on the test results on the influence of Work Discipline on Performance, it has an original sample value of 0.268 and has a t- statistic value $> t\text{-table}$ ($2.041 > 1.96$) so it can be concluded that the third hypothesis is accepted.

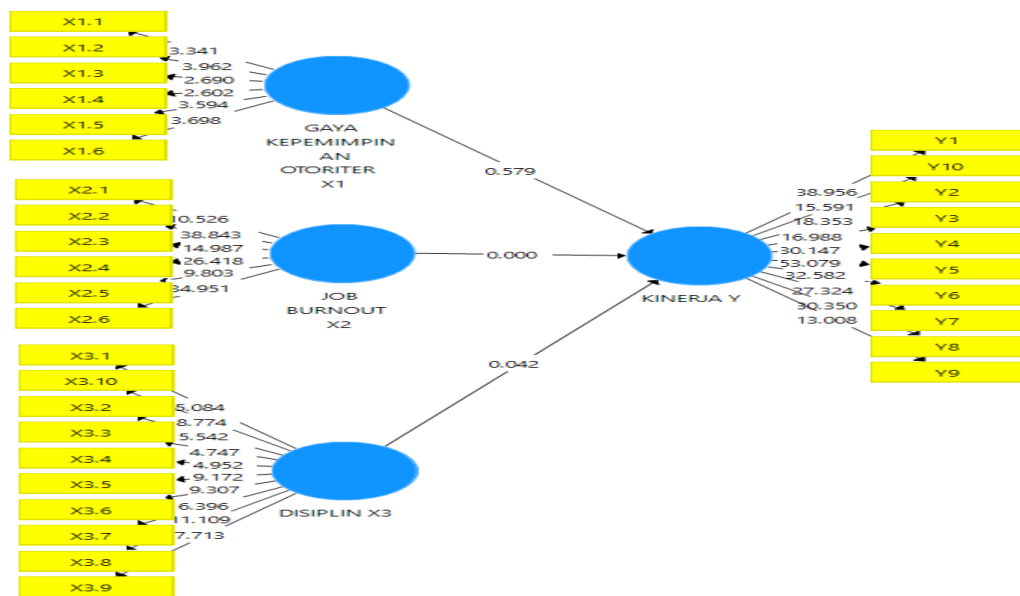


Figure 2. Data Processing Results with SmartPLS
Source: Processed data (2024)

DISCUSSION

The first hypothesis shows that there is no significant influence between authoritarian leadership style and performance. This is due to the low involvement of employees in the decision-making process, and authority centralized on the leader, employees have little opportunity to develop their own leadership skills or feel less motivated to contribute actively . The results of this study are reinforced by previous studies conducted by Yanuari et al., (2024) , Supriyanto (2021) and Victuria & Hidayat (2024) which stated that the Authoritarian Leadership Style variable has no effect on Employee Performance.

The second hypothesis shows that there is a positive and significant influence between Job Burnout and Performance . Although employees experience boredom and physical fatigue, employees must remain focused on improving their performance, because this is important for fulfilling professional responsibilities, the success of the Company and meeting targets. The results of this study are reinforced by previous studies conducted by Hayati & Fitria (2021) , Khustina & Laily (2023) and Fatriya & Hidayati (2021) which stated that Job Burnout has a positive and significant effect on Employee Performance.

The third hypothesis shows that there is a positive and significant influence between Work Discipline and Performance. The importance of emphasizing the discipline of punctual attendance shows commitment to work and respects the company's time and coworkers. By agreeing that work goals must be in accordance with individual abilities, it shows an awareness of the importance of adjusting goals and tasks so that they can be achieved by each employee. The organization aims to increase the level of employee

compliance with established regulations, thereby creating a more disciplined and responsible work environment. The results of this study are reinforced by previous studies conducted by Anggraini et al., (2023) , Syafrina (2019) and Fadzillah et al., (2024) which stated that Work Discipline has a positive and significant effect on Employee Performance.

Conclusion

Based on the results of the research and discussion that have been presented above, the following conclusions can be drawn: the first hypothesis states that authoritarian leadership style does not have a significant effect on employee performance. Decisions and authority are centered on the leader. Employees do not have the opportunity to develop their leadership skills or feel less motivated to participate actively. So it shows no significance. Therefore, it is important for the Company to consider a leadership style that provides more space for employees to participate. Leaders need to pay attention to how they interact with employees and make decisions in order to create a supportive and motivating work environment to improve employee performance. Meanwhile, the second hypothesis shows that Job Burnout has a significant effect on Performance. an employee receives Job Burnout that does not match his expertise so that the employee experiences burnout stress physically, but they must focus on improving performance. In other words, even though employees experience burnout, they are able to maintain or even improve their performance by prioritizing their responsibilities in their professional context to achieve the Company's goals. The third hypothesis shows that Work discipline has a significant effect on employee performance. This is emphasized by punctual discipline to show commitment to work and respect the time of the Company and coworkers. Therefore, the Company strives to improve employee compliance with existing regulations, thereby creating a more disciplined and responsible work environment to achieve efficiency and effectiveness in the work environment.

However, this study also has some limitations that need to be noted. This study is limited to the use of variables such as authoritarian leadership style, job burnout, work discipline and performance. Therefore, for future research, it is recommended to conduct tests using other variables such as incentives, job satisfaction, and work stress.

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