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Determination of Workload, Work Stress, and Authoritarian Leadership Style on Performance Performance

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Abstract: This study aims to find out and analyze the effect of workload, work stress, and authoritarian leadership style on employee performance. Less than optimal employee performance is affected by many employees feel burdened by the heavy workload. This makes some employees feel pressured, so they don't have enough time to complete work and cause stress. Workload and stress can be influenced by the leadership style of the company's management. This research includes quantitative descriptive research. The measurement scale used in this study is the Likert scale. Samples were taken using saturated sampling method, namely the entire population was used as a sample, totaling 34 people. This research was conducted for 3 months. Data collection techniques in this study were interviews, observation and questionnaires. These results indicate that: (H1) Workload has no effect on Employee Performance with a value of $\text{Sig. } 0.717 > 0.05$ and a calculated t value of $0.366 < 2.042$ (H2) Work Stress has an effect on Employee Performance with a value of $\text{Sig. } 0.015 < 0.05$ and calculated t value $2.585 > 2.042$ (H3) Authoritarian Leadership Style has no effect on Employee Performance with a value of $0.767 > 0.05$ and calculated t value $-0.298 < 2.042$. The F Test results show that H4 is accepted with a Sig value. $0.023 < 0.05$ and f count $3.653 > 2.91$.

Keywords: Workload, Work Stress, Authoritarian Leadership Style, Employee Performance

INTRODUCTION

Source Power Man (HR) is Wrong One source decider For reach objective company, Because without exists source Power man, objective And target organization No will materialized like Which planned. By Because That, organization must manage source Power the human with Good For ensure continuity life And progress organization. According to (Qoyyimah et al., 2019) "human resources are the most valuable and important assets or assets owned by an organization or company, because the success of an organization is largely determined by the human element."

Something organization with source Power man Which quality expected capable increase its performance. One of the factors that can influence success something organization is performance his employees. According to (Nabawi, 2019) that performance is the result of work in quantity and quality achieved by an employee in carrying out his duties in accordance

with the responsibilities given to him . Employees can work well if they have high performance so they can produce good work. Performance employee is results Work Which done somebody For finish tasks Which charged to her For reach objective Work.

results evaluation performance during a number of year final, with Lots employee still perform in category Enough And even There is Which in category bad. If matter This left Keep going continuous, so will impact bad for employee And company That Alone. From condition the can concluded that level activity employees experience condition Which No still or changed from year to year, with level activity The fair category in 2022 is higher, namely 18 people or 49% compared to 2021, which was 16 people or 42%, and the poor category in 2022 is higher by 6 people or 16% compared to 2021, namely only 1 person or 3%.

Efforts to improve employee performance include paying attention to workload. Burden Work Which excessive can influence ability employee For work and are generally detrimental to employees, causing physical and mental fatigue as well as emotional reactions such as headaches and irritability. Too much workload can cause tension in a person, causing stress (Sambul, 2021) . This can be caused by the level of expertise required being too high, too much work and not enough employees, short time constraints, too much work volume and so on. Therefore, companies must be able to estimate the number of employees or work output that can be produced by each employee, which can be seen from the number of employees the company really needs to achieve its goals. This can be done through measuring work ability so that employees can work optimally according to their abilities. The phenomenon that occurs at CV XYZ is that employee capacity does not match the amount of work given, causing overtime to complete the work.

Burden Work Which given to employee must balanced with Skills And ability employee That Alone. If No in accordance with his expertise, slow gradually will give rise to problem for employee the, among them is stress Work Which experienced employee during Work. According to (Poakita et al., 2019) , work stress is an oppressive feeling or sense of pressure experienced by employees in dealing with their work. When burden on worker too tall, worker risky experience disturbance think And disturbance health. Stress that is too long will cause employees For go out from company and went wrong the only one potency loss for the company. Sometimes replacement employee can make difference positive, but will There is more a lot on loss. Stress is a normal condition because it is formed in humans as a response and is part of everyday life with busyness and workload increasing, giving rise to feelings of restlessness, anxiety and worry. The phenomenon that occurs is that a large workload is given, which causes work stress in employees.

Employee performance greatly influences business success. Apart from workload and work stress, one of the most important things is the leadership style in an organization or company. Leadership is someone who can direct and guide their subordinates in improving the goals of the company itself. A company needs leaders who are effective and have the ability to influence the behavior of their employees (Noratta et al., 2022) . Researchers gathered information from 10 employees by conducting interviews to find out about the leadership style which was the source of the problem of decreasing employee performance. From answer each employee can concluded that style leadership moment This according to employee very excessive, especially in connection with taking decision And management Work. According to them, when leaders are asked for help, the leader does not necessarily help but the leader actually gets angry with the employees. Employees feel stressed because they are always under close supervision . So the researcher concluded that the leadership style used was an authoritarian leadership style. An authoritarian leadership style is leadership that focuses on the leader as determining policy in all activities, employees act as implementers of activities with direction from the leadership so that the role of organizational members becomes passive (Maliki, 2021) . Style leadership authoritarian consider that leadership is right personal And

Because That He No need to have a consultation on his subordinates . An authoritarian leader own a number characteristics Which usually seen negative. Own attitude selfish separately, that is always ignore role his subordinates in process taking decision And No Want to accept any suggestions and views from his subordinates.

The research conducted aims to find out whether workload, work stress and authoritarian leadership style influence employee performance. Based on the results of empirical studies conducted by researchers related to previous research on performance by (Maliki, 2021) Authoritarian leadership style has a positive and significant influence on employee performance. Meanwhile, the results of previous research according to (Rohman & Rully Moch. Ichsan, SS., 2021) Workload (X1) and Work Stress (X2) have an influence on Employee Performance (Y) that an increase in Workload and Work Stress which is higher and higher will has an effect on increasing employee performance.

Distributed questionnaires to 34 respondents with each selecting 3 variable answers to the factors causing decreased employee performance, including Workload of 61.8%, Leadership Style of 76.5% and Work Stress of 50%.

LITERATURE REVIEW

Understanding Employee Performance

According to (Putu & Saharani, 2022) , employee performance is a result achieved by employees in carrying out assigned tasks and is based on skills, experience, as well as intensity and use of time according to standards and criteria set by the company. Meanwhile, according to (Juru & Wellem, 2022) performance is the result of work achieved by someone in carrying out their duties based on skill, effort and opportunity . Performance can be interpreted as an employee's work performance both in quantity and quality. Performance is a person's achievement or attainment in relation to the tasks assigned to him (Perkasa et al., 2023) .

Employee Performance Dimensions and Indicators

According to Kirana Vallennia (2020) performance dimensions can be grouped into three types, namely:

- a. Work result
- b. Work behavior.
- c. Personal traits

According to (Neksen et al., 2021) there are 5 indicators for measuring individual employee performance, namely:

- a. Quality.
- b. Quantity.
- c. Punctuality.
- d. Effectiveness.
- e. Independence.

Based on the explanation above, it can be concluded that performance is results Which achieved somebody in carry out task based on abilities, skills, experience, sincerity And time in accordance standard And criteria Which has set.

Workload

1. Understanding Workload

According to (Badrianto, 2022) workload is the volume of work results or records about work results which can show the volume produced by a number of employees in a certain section. According to (Hermawan, 2022) states that: "Workload can be defined as a difference between the capacity or ability of workers and the job demands that must be faced. According to (Octavianti & Hamni, 2022) workload is a process or activity that is too

much and can cause tension within a person. Reason main For measure burden Work is For count cost mentally in do work For predict system And performance Work. If ability employee more tall from demands work, then boredom will appear . In side other, if the employee's ability more low from Which needed work, then it will be more Lots happen fatigue.

2. Workload Dimensions and Indicators

Dimensions of workload according to (Jayanti & Paryanti, 2022) include:

- a. Targets to be achieved
- b. Working conditions
- c. Use of working time
- d. Work environment.

According to (Diana, 2020) the workload dimensions use the following indicators, including:

- a. Effective working hours
- b. Educational background
- c. Type of work assigned.

Based on the explanation above, it can be concluded that workload is the result of work which can show the volume produced by a number of employees in a particular section, which if there is too much work can cause tension in a person.

Job Stress

1. Understanding Job Stress

According to (Sulastril, 2020) that work stress is a condition where there is one or several factors in the workplace that interact with workers so that they disrupt physiological conditions and behavior. Stress Work appear when There is gap between ability individual with job guidance. Work stress According to (Rohman & Rully Moch. Ichsan, SS., 2021) states that stress is a feeling of pressure and anxiety that a person experiences, because it is difficult to achieve their needs and desires. Meanwhile (Tsalasah et al., 2019) defines work stress as a dynamic condition experienced by someone faced with opportunities, obstacles, or demands related to what they want and because success is uncertain.

2. Dimensions and Indicators of Job Stress

According to (Hermawan, 2022) work stress has 4 (four) dimensions, namely:

- a. Behavior
- b. Psychology
- c. Physiology
- d. Cognitive

According to (Wirya & Andiani, 2020) work stress has the following five indicators.

- a. Conflict,
- b. Communication,
- c. Working time,
- d. Leadership Attitude,
- e. Workload,

Based on the explanation above, it can be concluded that work stress has the following characteristics: Job dissatisfaction, low performance, irritability, anxiety, restlessness, and lack of concentration.

Authoritarian Leadership Style

1. Understanding Authoritarian Leadership Style

Autocratic leadership style is leadership that focuses the leader as a policy maker in all activities, employees act as implementers of activities with direction from the leadership so that the role of organizational members becomes passive (Dr. Christian Wiradendi Wolor, SE et al., 2021).

According to (Pizzolitto et al., 2023) an authoritarian leadership style "includes exercising discipline, authority and control over followers". Authoritarian, autocratic, and directive leaders limit "followers' autonomy and self-determination, where leaders control followers through impersonal procedures and rules." They provide "clear direction and expectations regarding compliance with instructions." Afterwards, they tend to centralize decisions and limit subordinates' opportunities to express their opinions. This authoritarian or autocratic leadership style is also defined by (Kurniyatillah1 et al., 2021) as a leader who determines and makes all decisions himself but takes full responsibility. All subordinates must obey the orders of the leader, and the leader also dictates all activities of his subordinates. An autocratic leader is a leader who is selfish and always shows an attitude that emphasizes his ego and always ignores his subordinates in the decision-making process.

According to (Mattayang & Articles, 2019) , authoritarian leaders usually work seriously, carefully and meticulously. Where leaders work according to applicable policy regulations, even though they are a little rigid and all instructions must be obeyed by subordinates. Subordinates have no right to comment on what a leader does because the leader considers that he is the one who acts as the driver who will be responsible for all the complexity of the organization.

2. Dimensions and Indicators of Authoritarian Leadership Style

The dimensions of authoritarian leadership style according to (Aviantono, 2023) .

- a. All decisions are taken by the leader himself
- b. Decision making is only carried out by the leadership without involving employees
- c. Employees are not included in the decision-making process and the tasks given to them are specifically determined by the leadership
- d. Employees are also not given the opportunity to provide opinions or suggestions, because all decisions are determined by the leadership alone.
- e. Leaders also monitor employees' work closely, which can make employees feel pressured by excessive supervision .

The indicators for measuring authoritarian leadership style are related to 1) centralized decision components, 2) detailed tasks, 3) leader subjectivity, 4) opinions only as lip service, and 5) strict supervision (Noratta et al., 2022) .

METHOD

This research uses quantitative methods with data analysis techniques using SPSS 24 in finding the influence between variables and simultaneously. The object of research in companies with a sample of 43 employees, by random sampling.

According to (Suryani, 2019) the data collection method is a scientific way to obtain valid data with the aim of being able to prove it, developing knowledge so that it can be used to solve and anticipate problems.

Primary data

According to (Nabawi, 2019) primary data is an interview with one of the parties involved and giving a questionnaire to obtain primary data. This research was carried out by

means of observation, namely direct observation of the Company, questionnaires, namely distributing questions with answers referring to a Likert scale and literature study.

Secondary Data

According to (Suryani, 2019) Secondary data is data obtained indirectly through intermediary media obtained and recorded by other parties. Secondary data in this research includes historical company data, pre-survey data and the number of company employees.

Data analysis method

This research uses associative research. According to (Rohman & Rully Moch. Ichsan, SS., 2021) Associative research is research that aims to determine the relationship between two or more variables and uses analysis methods with the help of IBM SPSS Statistics 26 software. The main aim of this analysis is to summarize the data into systematic form so it is easy to understand.

RESULTS AND DISCUSSION

Research design

Study This including study correlation Which show exists connection because consequence or connection Which determine influence variable independent to variable dependent. This research is quantitative descriptive research, because the results of observations are converted into numbers so that statistical techniques can be used to analyze the results. Quantitative data is data in the form of numbers, or numbers (*scoring*). As a process of finding knowledge by using data in the form of numbers as a tool to analyze information about what you want to know (Sambul, 2021) .

The employee performance variable has 5 statements given to 34 respondents. The items from the statements presented in the questionnaire are based on indicators, namely quality, quantity, timeliness, effectiveness and independence.

The respondents' responses can be seen from table 1 as follows:

No	Statement	Evaluation					Average	Amount
		SS	S	N	T.S	STS		
1	Y.1	7	19	7	1	0	3.97	3. 4
2	Y.2	6	22	6	0	0	4.00	3. 4
3	Y.3	9	19	6	0	0	4.09	3. 4
4	Y.4	10	18	6	0	0	4.12	3. 4
5	Y.5	eleven	19	3	1	0	4.18	34

Source: Researcher Data Processing, November 2023

Based on table 1 above, it can be concluded that the respondents' assessment of the employee performance variable with the highest average is 4.18 in statement Y.5 with the lowest average being 3.97 in statement Y.1.

The workload variable has 3 statements given to 34 respondents. The items in the statements presented in the questionnaire are based on indicators, namely effective working hours, educational background and type of work provided.

The respondents' responses can be seen from table 2 as follows:

No	Statement	Evaluation					Average	Amount
		SS	S	N	T.S	STS		
1	X1.1	7	14	10	1	2	3.68	34
2	X1.2	8	18	7	1	0	3.97	34
3	X1.3	11	17	5	1	0	4.12	34

Source: Researcher Data Processing, November 2023

Based on table 2 above, it can be concluded that the respondents' assessment of the workload variable has the highest average, namely 4.12 in statement X1.3 with the lowest average, namely 3.68 in statement X1.1.

The work stress variable has 5 statements given to 34 respondents. The items from the statements presented in the questionnaire are made based on indicators, namely conflict, communication, working time, leadership attitude, workload.

The respondents' responses can be seen from table 3 as follows:

No	Statement	Evaluation					Average	Amount
		SS	S	N	TS	STS		
1	X2.1	10	16	6	1	1	3,97	34
2	X2.2	22	10	2	0	0	4,59	34
3	X2.3	6	15	8	5	0	3,65	34
4	X2.4	7	8	11	8	0	3,41	34
5	X2.5	2	15	7	8	2	3,21	34

Source: Researcher Data Processing, November 2023

Based on table 3 above, it can be concluded that the respondents' assessment of the work stress variable has the highest average of 4.59 in statement X2.2 with the lowest average of 3 in statement X2.5.

The authoritarian leadership style variable has 5 statements given to 34 respondents. The items from the statements presented in the questionnaire are made based on indicators, namely centralized decision components, detailed tasks, subjectivity of the leader, opinions only as *lip service and* strict supervision.

The respondents' responses can be seen from table 4 as follows:

No	Statement	Evaluation					Average	Amount
		SS	S	N	T.S	STS		
1	X3.1	8	18	6	2	0	3,94	34
2	X3.2	9	14	4	7	0	3,74	34
3	X3.3	5	9	14	5	1	3,35	34
4	X3.4	1	12	15	6	0	3,24	34
5	X3.5	2	16	10	5	1	3,38	34

Source: Researcher Data Processing, November 2023

Based on table 4 above, it can be concluded that the respondents' assessment of the authoritarian leadership style variable is with the highest average being 3.94 in statement X3.1 with the lowest average being 3.24 in statement X3.4.

The Effect of Workload on Employee Performance

Results of hypothesis testing Work Load (X1) on Employee Performance (Y) at CV. The Diamond Speed Glitter partially produces a calculated t value of $0.366 < 2.042$ with a significance value of $0.717 > 0.05$. It can be concluded that Workload (X1) is proven to have no significant effect on Employee Performance (Y). This is because external factors from the workers themselves cause pressure so that the workload does not have an effect. This is in line with research conducted by (Qoyyimah et al., 2019) and (Poakita et al., 2019).

According to (Suryani, 2019) A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured. The validity test can be seen from the *Item-Total Statistics table*.

- 1) If $r_{count} > r_{table}$, then the instrument is valid
- 2) If $r_{count} < r_{table}$, then the instrument is invalid.

Table 4 Validity Test Results

Variable	r count	r table	Information
X1.1	0.708	0.3388	Valid
X1.2	0.760	0.3388	Valid
X1.3	0.800	0.3388	Valid
X2.1	0.514	0.3388	Valid
X2.2	0.659	0.3388	Valid
X2.3	0.802	0.3388	Valid
X2.4	0.704	0.3388	Valid
X2.5	0.690	0.3388	Valid
X3.1	0.487	0.3388	Valid
X3.2	0.675	0.3388	Valid
X3.3	0.683	0.3388	Valid
X3.4	0.459	0.3388	Valid
X3.5	0.647	0.3388	Valid
Y.1	0.805	0.3388	Valid
Y.2	0.846	0.3388	Valid
Y.3	0.829	0.3388	Valid
Y.4	0.897	0.3388	Valid
Y.5	0.728	0.3388	Valid

Source: Researcher Data Processing, November 2023

The Effect of Job Stress on Employee Performance

Results of testing the Job Stress hypothesis (X2) on Employee Performance (Y) at CV. The Diamond Rate Glitter partially produces a calculated t value of $2.585 > 2.042$ with a significance value of $0.015 < 0.05$. It can be concluded that Work Stress (X2) is proven to have a significant effect on Employee Performance (Y). This is because the relationship is very strong, the nature of the relationship is positive, which means that when employee work stress increases, employee performance also increases. (Rohman & Rully Moch. Ichsan, SS., 2021) and (Qoyyimah et al., 2019).

The Influence of Authoritarian Leadership Style on Employee Performance

Results of testing the Authoritarian Leadership Style hypothesis (X3) on Employee Performance (Y) at CV XYZ partially produces a t value of $-0.298 < 2.042$ with a significance value of $0.767 > 0.05$. It can be concluded that Authoritarian Leadership Style (X3) is proven to have no significant effect on Employee Performance (Y). This is because an increase in the leadership style value causes an increase in performance value, but the performance gain has not been achieved as expected or is too low. This problem can be caused, among other things, by a management style that is less able to direct employees and lacks a firm attitude in thoroughly enforcing various regulations for employees. This situation has a direct impact on employee performance in achieving higher quality results. This is in line with research conducted by (Nabilah et al., 2020) and (Dr. Christian Wiradendi Wolor, SE et al., 2021)

CONCLUSION

Based on the results of research conducted regarding the Influence of Workload, Work Stress and Authoritarian Leadership Style on Employee Performance (Empirical Study at CV.XYZ) with a sample of 34 respondents. The conclusions from this research are as follows:

(1) Workload (X1) is proven to have no significant effect on employee performance (Y). This is because external factors from the workers themselves cause pressure so that the workload does not have an effect. (2) Job Stress (X2) is proven to have a significant effect on Employee Performance (Y). This is because the relationship is very strong, the nature of the relationship is positive, which means that when employee work stress increases, employee performance also increases. (3) Authoritarian Leadership Style (X3) is proven to have no significant effect on Employee Performance (Y). This is because an increase in the leadership style value causes an increase in performance value, but the performance gain has not been achieved as expected or is too low. This problem can be caused, among other things, by a management style that is less able to direct employees and lacks a firm attitude in thoroughly enforcing various regulations for employees.

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