



Literature Review: "The Impact Of Authoritarian Leadership Style On Employee Motivation, Performance, And Productivity"

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ABSTRACT

Leadership is a critical factor in determining organizational success, particularly in enhancing employee motivation and performance. This study analyzes the impact of authoritarian leadership on employee motivation and productivity across various organizational settings. The research method used is a literature review, examining various sources from academic journals, books, and relevant scholarly articles. The findings indicate that authoritarian leadership, characterized by strict control and centralized decision-making, has both positive and negative impacts. In certain situations, such as crises, authoritarian leadership can increase efficiency and discipline, as decisions can be made quickly and directed effectively. However, in the long term, this style tends to decrease intrinsic motivation, creativity, and employee job satisfaction, potentially affecting overall productivity. Based on these findings, it is recommended that leaders consider balancing control and empowerment, as well as adapting their leadership style to the organizational context and culture, to achieve optimal results.

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INTRODUCTION

Leadership is a fundamental factor that influences the success of an organisation, especially in terms of motivating employees to achieve organisational goals. The success of an organisation is greatly influenced by the performance of leaders and their subordinates, whereby every organisation and company will always strive to improve the performance of its employees in order to achieve company goals (Sumardianti, 2016). A leader who can motivate their subordinates appropriately can have a positive influence on the internal workings of the company, thereby significantly impacting employee behaviour and performance.

According to Sedarmayanti (2019:19), human resources play an increasingly important role in creating competitive organisations in the ongoing era of globalisation. Without human resources who are highly competent in their field of work and responsibilities, organisations will fail to realise their existence. Management must pay attention to competency-based human resource management practices in order to obtain reliable human resources who are able to contribute to generating added value, namely the achievement of organisational goals and the success of the company's business, which is an added value for the organisation/company. Currently, employee performance is the result of an individual's work in terms of quality and standards based on the responsibilities assigned. The reason companies conduct performance appraisals is that managers need an objective evaluation of past employee performance to make future HR decisions. Managers need tools that enable them to help employees improve their performance, plan their work, develop their careers, and strengthen the quality of relationships between managers and employees. They need to have an overview of employee performance, understand the format of the scale and instruments, and be motivated to carry out the rating process consciously.

According to (Yulia & Mukzam, 2017), a leadership style that ignores the interests of employees can trigger an excessive reaction from them. One of the factors causing work stress is leadership style, in addition to workloads that are considered too heavy, strict work time demands, and so on. Leadership style reflects the behavioural patterns of managers in leading employees. Managerial behaviour as depicted in leadership style has an impact on the level of stress experienced by employees. Increased work stress among employees can be triggered by the actions of superiors.

According to leadership theory, an authoritarian style can create a work environment that suppresses employee creativity and initiative. Authoritarian leaders tend to use a coercive approach and ignore input from subordinates, which can cause employees to feel unappreciated and depressed (Aditya, et al, 2023). This has the potential to reduce their intrinsic motivation, as employees do not feel they have control or autonomy in their work. As explained by Wahyuni, et al (2022), authoritarian leaders often view the organisation as their own property and do not give subordinates room to contribute actively.

Leadership theory states that different leadership styles have different impacts on employee performance and well-being. Authoritarian leadership styles, which prioritise strict control and supervision, often neglect the emotional and psychological needs of employees, thereby potentially increasing work stress. Previous research has shown a positive relationship between authoritarian leadership and stress levels, but there is still a lack of understanding about the mechanisms underlying this relationship (Hasnawati et al., 2021).

Authoritarian leadership focuses on task completion and the use of power to regulate. In this model, leaders have complete control over decision-making and goal-setting, and only share enough information to carry out orders. Employee motivation is provided through a system of rewards and sanctions. Authoritarian leaders tend to dominate all aspects of decision-making and policy, placing all responsibility on themselves, while subordinates merely function as executors. This situation can lead to interactions between a rigid work environment and psychological and physiological changes in employees, resulting in work-related stress. The purpose of this study is to analyse the effect of authoritarian leadership style on employee work stress levels and to identify factors that contribute to increased stress. Thus, it is hoped that this study can provide deeper insights and recommendations for organisations in managing leadership and employee welfare.

Suboptimal and unproductive employee performance is caused by ineffective leadership styles. This has an impact on employees' difficulties in achieving their desired career goals. Every company has different leadership characteristics, known as leadership styles. Leadership style is the way a leader influences and manages their subordinates. According to Hasibuan (2016:162), 'leadership style is how leaders exert influence, give direction, and demonstrate their abilities to achieve the goals set by the company'. A leader needs to devote more time to motivating and inspiring their employees. Employees often feel anxious about sudden instructions from leaders that are sometimes conveyed unclearly, resulting in work-related stress among employees (Vera Ameilia, 2022).

Factors that influence the effectiveness of authoritarian leadership include the leader's intelligence, personality, and decision-making abilities. Competent leaders can utilise this style to create the clear structure and discipline required within an organisation. However, if leaders lack good managerial skills, this approach can lead to a tense working atmosphere and lower employee morale (Ramdaniati, 2021). In addition, reliance on formal control and strict supervision can create a rigid work environment, where employees feel pressured and powerless (Wahyuni, et al, 2022). Therefore, although authoritarian leadership can be effective in certain situations, it is important for leaders to consider the balance between control and participation in order to maximise their team's potential.

The purpose of this study is to analyse the effect of authoritarian leadership style on employee work motivation within an organisation. By understanding this relationship, it is hoped that we can discover how a leadership approach that focuses on control and supervision can affect employee morale and productivity. In addition, this study also aims to identify specific aspects of authoritarian leadership that contribute to work motivation, such as communication, decision-making, and feedback. These aspects are important to understand so that leaders can optimise their approach to motivating their teams. Furthermore, this study will seek to identify specific conditions that influence the effectiveness of authoritarian leadership, including situational factors and organisational characteristics that can strengthen or weaken the influence of this leadership style. Thus, the results of this study are expected to provide valuable insights for the development of more effective and adaptive leadership strategies in the current organisational context. employees or staff in a direction that is in line with the organisation's objectives (Sumardianti, 2016). Research shows that effective leadership styles can increase employee motivation and performance, while ineffective leadership styles can decrease employee motivation and performance (Kamsidah, & Widiyanti, 2024). This confirms that there is a strong relationship between leadership and employee motivation levels in achieving organisational goals.

Based on data and research (Bertelsmann Stiftung, 2024), authoritarian leadership remains the dominant leadership style in developing countries. Currently, there are 74 developing and transitional countries with a total population of four billion people under autocratic systems of government, while 63 countries with a population of three billion adhere to democratic principles. This phenomenon is particularly evident in the Middle East, Asia Pacific, and Latin America, where authoritarian leadership styles are still commonly applied

in various organisations (Du & Luo, 2020).

Interestingly, although various studies have shown the negative impact of authoritarian leadership on work outcomes such as team interaction, organisational commitment, task performance, and helping behaviour, this leadership style persists in developing countries (Du & Luo, 2020). This is supported by several moderating factors, such as low employee job mobility and high cognitive trust in leaders, which in certain situations can reduce the negative impact of authoritarian leadership (Du & Luo, 2020). This phenomenon demonstrates a power paradox, where society still relies on strong leaders even though this often leads to abuse of power and economic crises (Świerczyńska & Koulakoumouna, 2021).

The debate regarding the effectiveness of authoritarian leadership in the modern context reveals a diversity of views among experts. On the one hand, some researchers argue that authoritarian leadership can yield positive results in certain situations, such as during a crisis that requires quick and decisive decisions. For example, Liu et al. (2023) note that in uncertain conditions, this leadership style can increase efficiency and speed of decision-making, enabling organisations to respond better to challenges. However, on the other hand, many studies show that authoritarian leadership often has a negative impact on employee motivation and performance. Research by Harms et al. (2018) reveals that this leadership style tends to reduce team interaction, organisational commitment, and task performance, as well as hinder creativity and innovation in the workplace.

Resource Control Theory also provides a framework for understanding the negative impact of authoritarian leadership. This theory states that when employees are under pressure from authoritarian leaders, they tend to experience emotional and physical resource depletion, which reduces their ability to contribute proactively to their work (Halbesleben & Bowler, 2007). In this context, although authoritarian leadership may appear effective in the short term, in the long term it can damage the organisational culture and reduce employee job satisfaction. Therefore, it is important for leaders to consider the context and characteristics of their organisational culture before widely implementing this leadership style.

Authoritarian leadership, characterised by centralised decision-making by the leader and minimal participation from subordinates, has a significant impact on employees' intrinsic motivation. In this context, intrinsic motivation refers to the internal drive that motivates individuals to perform tasks because of personal satisfaction or interest, rather than external rewards or pressure.

Furthermore, research shows that although authoritarian leadership can improve work discipline in the short term, its long-term effects tend to be detrimental. Employees may obey orders not because of intrinsic motivation, but because of fear of punishment or negative consequences (Aditya, et al, 2023). This creates an uncomfortable working atmosphere and reduces employee engagement in their work. According to Aditya, et al (2023), the negative effects of authoritarian leadership outweigh the positive effects, especially in terms of reduced job satisfaction and intrinsic motivation. The strict control exercised by authoritarian leaders can have a significant impact on employee performance. This leadership style is characterised by centralised decision-making, where all instructions and rules are set without involving input from team members. In certain situations, such as high-pressure situations.

RESEARCH METHOD

This study uses a qualitative approach with a descriptive research type, as it focuses on understanding in depth the social phenomena related to authoritarian leadership styles and their implications for motivation, discipline, and individual performance in both organisational and educational contexts. The qualitative approach was chosen because it provides a comprehensive understanding of the meaning, value, and perceptions that arise from the application of authoritarian leadership styles based on the social and cultural context in which they develop.

According to Moleong (2018), qualitative research aims to understand the phenomena experienced by research subjects, such as behaviour, perceptions, motivation, actions, and interactions holistically and deeply through descriptions in the form of words and language. Therefore, this study does not aim to test hypotheses statistically, but to interpret the meaning of various scientific findings regarding authoritarian leadership that have been described in a number of previous studies.

This type of research is descriptive qualitative, which means that researchers attempt to systematically and factually describe how authoritarian leadership styles are applied, how they impact motivation and work discipline, and how leaders play a role in shaping the performance of employees or students. This approach is also used to develop new conceptual understandings based on the results of studies from various scientific literature that has been analysed previously.

Data Sources and Data Collection Techniques

The data sources in this study consist of secondary data obtained through library research. The library research was conducted by examining various scientific sources such as accredited national journals, empirical research articles, e-books, and research reports relevant to the topic of authoritarian leadership. Some of the articles that form the basis of this analysis include research by Fitri (Otokratis et al., n.d.) (Syamsimar Hutasukut & Tika Nirmala Sari, n.d.) (Kurniawan et al., 2025).

Data was collected through a process of identifying, classifying, and extracting important information from each article, including variables, research methods, key findings, and research implications. The researchers used documentation techniques to record, review, and group previous research results based on the following major themes: (1) authoritarian leadership style in an organisational context; (2) the relationship between leadership style and motivation and discipline; and (3) the influence of authoritarian leadership on employee performance and learning effectiveness.

Data Analysis Techniques

Data analysis in this study was conducted using content analysis, as described by Krippendorff (2013), which involves a systematic process of interpreting the meaning of the text or document being studied. Content analysis was carried out in three main stages, namely:

1. Data Reduction, which is the process of selecting, simplifying, and focusing data by selecting literature relevant to the research topic. Only articles containing the variable of authoritarian leadership style and its derivative variables, such as performance, motivation, discipline, and work environment, were used.
2. Data Presentation, which is compiling the reduced information into a literature review mapping table containing the researcher's name, year, research objectives, methods, results, and implications. This presentation aims to make it easier for researchers to identify similarities and differences between studies.
3. Drawing Conclusions and Verification, which is the stage of interpreting the meaning of the patterns that emerge from the analysis results. Researchers interpret the relationship between authoritarian leadership style and other variables and conclude the general trends from previous research results.

Through content analysis, researchers found that authoritarian leadership styles in modern organisations have two sides: on the one hand, they are effective in building discipline, efficiency, and compliance with rules, but on the other hand, they can cause work stress and reduce motivation if applied rigidly. These findings also show that the effectiveness of authoritarian leadership is highly dependent on the organisational context, work culture, and interpersonal relationships between leaders and subordinates.

Data Validity

To ensure the validity of the research results, the researchers applied source and theory triangulation techniques, namely by comparing the findings from various articles that used different contexts, methods, and research objects. Thus, the results of this study do not only describe one particular study, but are a synthesis of various mutually reinforcing perspectives. In addition, researchers also used interpretative validity techniques, which ensure that the interpretations produced are consistent with the original research context, so that there is no deviation in meaning from the literature reviewed.

Expected Results

Through this descriptive qualitative research method, it is hoped that the study can provide a comprehensive and in-depth description of the patterns of authoritarian leadership styles and their implications for work and learning behaviour. The results of this study are also expected to form the basis for further research using quantitative and mixed methods approaches to empirically test the relationships found in the literature analysis.

Table 1. Characteristics of the Articles Analysed

No	Author Name. Year / Country	Research Objective	Participants	Details & Data Collection Methods	Key Findings / Implications
1	Fitri Yuriyatun & Anna Wulandari. 2023. Indonesia	Analysing the influence of autocratic leadership style, work environment, and motivation on employee performance	108 employees of PT. Indonesia Epson Industry (Production Department)	Quantitative, questionnaire, multiple linear regression analysis using SPSS 26	Autocratic leadership style, work environment, and motivation have a significant positive influence on employee performance. Authoritarian leaders are effective when balanced with a good work environment and motivation to increase productivity.

No	Author Name. Year / Country	Research Objective	Participants	Details & Data Collection Methods	Key Findings / Implications
2.	Alivia Chairani, Ahmad Jauhari, & Nur Hidayati. 2024. Indonesia	Understanding the influence of authoritarian leadership, motivation, and physical work environment on employee performance	39 employees of Rumah Makan Apung Buana Badas	Quantitative, questionnaire, validity & reliability test, multiple regression analysis (SPSS)	All three variables (authoritarianism, motivation, physical work environment) have a significant simultaneous and partial effect on performance. Authoritarian leadership remains relevant in the service sector when balanced with work motivation and a conducive work environment.
3.	Fandyaz Kusdiana. 2024. Indonesia	Analysing the influence of authoritarian leadership style and work motivation on employee performance productivity	20 employees of PT. Bintang Ciremai Indah	Quantitative, questionnaire, linear regression analysis	Companies need to balance control with motivation to increase productivity.
4.	Yuni Asmara, Didin Hikmah Perkasa, dkk. 2025. Indonesia	Analysing the influence of authoritarian leadership style, job burnout, and work discipline on employee performance	65 employees of PT. Indomarco Primatama Jakarta 2	Quantitative, SmartPLS, outer & inner model testing, hypothesis analysis	Authoritarian leadership has no significant effect on performance; job burnout and work discipline have a significant positive effect. Performance is more influenced by internal employee factors such as discipline and burnout than by authoritarian leadership style.
5.	Bima Pratama Hariawan, Nur Hidayati, & Muh. Sirojudin Amin. 2024. Indonesia	Analysing the influence of authoritarian leadership style, rewards, and punishments on employee performance	83 non-civil servant employees of the Malang Regency Land Agency	Quantitative, questionnaire, multiple regression analysis, F-test and t-test	Authoritarian leadership style and rewards have a significant positive effect, while punishment has no effect. An authoritarian style can be effective when balanced with a fair reward system.
6.	Herlinda Maya Kumala Sari. 2026. Indonesia	Analysing the influence of organisational culture and authoritarian leadership style on loyalty through job satisfaction	82 employees at Institution 'X' in Kediri	Quantitative method, questionnaire, SmartPLS 2.0 analysis	Authoritarian leadership style has a positive effect on loyalty, but not significantly through job satisfaction and stress. Authoritarian leaders

No	Author Name. Year / Country	Research Objective	Participants	Details & Data Collection Methods	Key Findings / Implications
		and stress.			can increase loyalty when accompanied by balanced supervision and a supportive organisational culture.
7.	Muh. Sulaiman Rifai Aprianus Mukin, Tobroni, Abdul Haris. 2024. Indonesia	Explaining classical leadership models and styles (democratic, authoritarian, charismatic, laissez-faire) in Islamic education.	Literature from Islamic educational institutions	Literature study (*systematic review*), comparative analysis of leadership theories.	Authoritarian leadership is widely applied in Islamic boarding schools to maintain discipline; democratic styles are more participatory. A combination of democratic and authoritarian leadership is necessary to ensure that Islamic education remains disciplined and participatory.
8.	Gusti Made Dharma Hartawan & Putu Ella Purnama Dewi. 2024. Indonesia	Testing the influence of authoritarian leadership style, job satisfaction, and participation on employee performance.	39 employees of Koperasi Simpan Pinjam Karya Abadi, Pamaron.	Quantitative method, questionnaire, SEM-PLS 3.0 analysis.	Authoritarian leadership style, satisfaction, and work participation have a significant positive effect on performance. Authoritarian leadership is effective when balanced with open communication and active participation from subordinates.
9.	Berlina Lumban Gaol. 2023. Indonesia	Explaining the relationship between authoritarian leadership and Christian leadership on employee welfare.	Employees of Christian service organisations.	Qualitative methods, interviews and literature study.	Authoritarian leadership suppresses subordinates and reduces work welfare. Authoritarian style needs to be complemented with spiritual values and empathy so as not to reduce employee welfare.
10.	Muhammad Ilyas Syihabuddin, Ismail Antu, Nur Synny Sahyani, Ria Anjani. 2023. Indonesia	Analysing the electability of educators under authoritarian leadership from a psychological perspective.	Educators and teachers (literature study).	Qualitative approach, library research, psychological analysis of work.	Authoritarian leadership increases teachers' stress and reduces motivation and learning effectiveness. Authoritarian style is only effective in crisis situations; democratic style is better in educational environments.
11.	Diaz Ramdan Zulkurnain, dkk. 2024. Indonesia	Analysis of Authoritarian Leadership Style at PT XYZ	Describes the application of semi-military authoritarian leadership	Descriptive qualitative (observation, interviews, documentation).	Authoritarian leadership fosters discipline and short-term efficiency, but suppresses employee

No	Author Name. Year / Country	Research Objective	Participants	Details & Data Collection Methods	Key Findings / Implications
			style at PT XYZ and its impact on employee motivation and performance.		initiative and motivation. Suitable for organisations with strict control, but needs to be balanced with a motivational approach.
12.	Heni Rohaeni. 2016. Indonesia	Leadership Style and Motivation Models on Employee Performance	Analysing the relationship between leadership style and work motivation on employee performance.	Theoretical study (literature review and conceptual analysis).	Task-oriented authoritarian leadership style decreases work motivation; humanistic style improves performance. Leaders need to balance control and empathy so that work motivation does not decline.
13.	Al Maida Sabililah & Arif Hidayat. 2024. Indonesia	Leadership Style and Work Ethic on Employee Performance at CV Jackpot Pancing Surabaya	Measuring the influence of leadership style and work ethic on employee performance.	Quantitative, 21 respondents, multiple linear regression analysis.	Leadership style has the most significant influence on performance, followed by work ethic. Assertive leaders are effective when they are able to inspire their subordinates' work ethic.
14.	Anasdt & Munaddhomah. 2023. Indonesia	Leadership in the Perspective of Islamic Education	Describing authoritarian leadership in the context of Islamic education.	Literature review.	Authoritarian leadership enforces discipline but hinders the creativity of teachers and students. It is only effective in certain contexts; it should be combined with a participatory style.
15.	Evans Alderton Sihaloho, Rosita Manawari Girsang, Darwin Damanik. 2024. Indonesia	To determine the influence of authoritarian leadership style and non-physical work environment on employee performance.	50 employees of the Technical Implementation Unit (UPTD) of the Public Works and Public Housing Agency (PUPR) of Pematang Siantar City.	Quantitative approach, questionnaire, multiple linear regression analysis.	Authoritarian leadership style has a significant positive effect on performance; non-physical work environment has no significant effect. Authoritarian leaders are effective if they are able to balance assertiveness with a comfortable working atmosphere.
16.	Syamsinar Hutasuhut & Tika Nirmala Sari. 2025. Indonesia	Analysing the influence of authoritarian leadership, work schedules, and work discipline on employee performance.	67 employees of PT. Universal Indofood Product (Unibis) Medan.	Quantitative; questionnaires and interviews; multiple linear regression analysis using SPSS 26.	Authoritarian leadership and work discipline have a significant positive effect on performance; work schedules are not significant. Authoritarian

No	Author Name. Year / Country	Research Objective	Participants	Details & Data Collection Methods	Key Findings / Implications
					leadership can increase productivity if accompanied by flexible work schedule management and high discipline.
17.	Ketut Citra Kurniawan, Ni Komang Ayu Puspayanti, I Ketut Adiartha Pradana. 2025. Indonesia	Examining the role of authoritarian teaching styles in improving student motivation and discipline.	Secondary school students (literature review).	Descriptive qualitative approach; literature review and documentation.	Authoritarian teaching styles improve student motivation and discipline when applied wisely. Teachers with an authoritarian style are able to shape disciplined character when they emphasise the values of exemplary behaviour and responsibility.
18.	I Komang Adi Setiawan, dkk. 2025. Indonesia	Analysing the relationship between authoritarian leadership style and organisational culture on employee performance.	Government employees in Bali.	Quantitative approach, survey and descriptive statistical analysis.	Authoritarian leadership has a positive impact on performance when organisational culture is supportive. The application of authoritarian style needs to be combined with transformational style to maintain employee motivation.
19.	Ni Made Lestari & I Gede Sudarsana. 2024. Indonesia	Analysing the influence of authoritarian leadership style and work motivation on the performance of primary school teachers.	45 public primary school teachers in Denpasar.	Quantitative approach; questionnaire; simple linear regression analysis.	Authoritarian leadership style has a significant influence on teacher performance; the influence increases when mediated by motivation. Authoritarian leadership is effective if balanced with motivation and rewards so as not to cause psychological pressure.

DISCUSSION

Authoritarian leadership style is a type of leadership characterised by strict supervision, complete control, and decision-making centred on the leader. Based on the results of literature mapping from various studies in Indonesia between 2016 and 2025, it appears that authoritarian leadership style has a varied impact on employee motivation, performance, and productivity. The effectiveness of this style is highly dependent on the organisational context, leader characteristics, and working environment conditions. Basically, authoritarian leadership can encourage increased discipline and efficiency, but if applied excessively without considering the psychological aspects of employees, this style can actually reduce motivation and work well-being.

The Impact of Authoritarian Leadership Style on Employee Motivation

Work motivation is an important factor that influences how committed someone is to achieving organisational goals. Based on the results of the study, authoritarian leadership style has an ambivalent effect

on employee motivation. Several studies, such as those conducted by (Diaz Ramdan Zulkurnain et al., 2023), found that an authoritarian style can foster a sense of discipline and responsibility due to clear directions and strict rules in the work environment. This can give rise to extrinsic motivation, where employees are motivated to work because of pressure or demands from leaders. However, other studies by (Rohaeni, 2016) and (Muhammad Ilyas Syihabuddin et al., 2023) emphasise that authoritarian leadership tends to reduce employees' intrinsic motivation due to the lack of freedom of expression and appreciation for new ideas. In the long term, this condition can lead to boredom, work stress, and even a reduced sense of belonging to the organisation.

Furthermore, in the context of education, research (Kurniawan et al., 2025) shows that an authoritarian teaching style can increase student motivation if applied wisely and with an emphasis on exemplary behaviour. This indicates that the influence of an authoritarian style on motivation is highly dependent on how it is applied. If leaders are able to combine firmness with attention to the emotional needs of their subordinates, this style can actually be an effective motivational tool. Conversely, if it is applied with excessive pressure without appreciation for the contributions of subordinates, work motivation will decline dramatically. Therefore, a balance between control and empathy is the key to ensuring that authoritarian leadership is able to maintain employee motivation in the long term.

The Impact of Authoritarian Leadership Style on Employee Performance

Employee performance is often a key indicator of the success of leadership style implementation. Based on most research results, authoritarian leadership style has a positive effect on performance when applied in organisations that require strict structure and high discipline. Research by (Alderton Sihalohe et al., 2024) shows that authoritarian leadership has a significant effect on improving employee performance. This occurs because the authoritarian style emphasises compliance with regulations, clarity of orders, and structured responsibilities. In certain situations, such as government agencies, the manufacturing sector, or companies with strict performance targets, authoritarian leadership has been proven to increase efficiency and work performance.

However, several studies also remind us that the positive influence of authoritarian leadership on performance is not absolute. A study by Sanjaya & Febrian (n.d.) found that although authoritarian leadership can maintain discipline, its effectiveness on performance will decline if it is not accompanied by open communication and good interpersonal relationships. The results of a study by (Salsabilla et al., n.d.) also confirm that work motivation acts as a mediating variable in the relationship between authoritarian leadership and teacher performance, which means that performance will only improve if motivation is also taken into account. Thus, an authoritarian leadership style will be effective in improving performance if it is accompanied by a humanistic approach, fair rewards, and a work environment that supports psychological well-being.

The Impact of Authoritarian Leadership Style on Employee Productivity

Employee productivity reflects the extent to which an organisation can achieve its goals with high efficiency. Based on a review of the literature, authoritarian leadership style can have a positive effect on productivity in the short term, but has the potential to reduce long-term productivity if it is not balanced with effective motivation and communication. Research by (Otokratis et al., n.d.) found that authoritarian leadership, when supported by a conducive work environment, can significantly increase employee productivity. Meanwhile, Syamsinar Hutasuhut & Tika Nirmala Sari (2025) showed that high work discipline as a result of authoritarian leadership can strengthen overall productivity.

However, research by (Seger Santoso et al., 2025) and (Berlina Lumban Gaol, n.d.) warns that an overly oppressive authoritarian style can reduce creativity, motivation, and the emotional well-being of employees. As a result, long-term productivity may decline because employees work only to fulfil their obligations, rather than because of an intrinsic drive to achieve. These results are in line with the findings of (Gusti Made Dharma Hartawan & Putu Ella Purnama Dewi, n.d.), which state that open communication and active participation of subordinates are important factors in ensuring that an authoritarian style does not lead to a decline in work morale. Therefore, leaders need to balance strict supervision with employee empowerment to maintain long-term productivity. By implementing these strategies, organisations can reduce the negative effects of authoritarian leadership, increase employee job satisfaction, and encourage productivity and innovation within teams.

CONCLUSION

Based on the results of various studies, authoritarian leadership style has a two-sided effect on employee motivation, performance, and productivity. In the context of organisations that demand high discipline, a strict work structure, and clear targets, authoritarian leadership style has been proven to significantly increase efficiency, compliance, and performance. The firmness and strong supervision of leaders encourage employees to work according to predetermined standards, thereby maintaining work effectiveness. However, the results of the study also show that excessive application of this style can cause psychological pressure, reduce intrinsic motivation, and limit employee creativity. These negative effects arise due to the lack of participation and two-

way communication between leaders and subordinates.

Overall, the effectiveness of authoritarian leadership style greatly depends on the context of its application and the balance of the leader's role. Authoritarian leaders will be successful if they are able to combine assertiveness with empathy, as well as control with appreciation for employee contributions. Thus, authoritarian leadership can be an effective managerial tool when applied wisely—especially when accompanied by a participatory and motivational approach that considers the emotional well-being of subordinates. The combination of firmness and care will create a disciplined, productive work environment that supports long-term motivation, enabling the organisation's performance to continue to improve sustainably.

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