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THE INFLUENCE OF AUTHORITARIAN LEADERSHIP STYLE, WORKPLACE FACILITIES, AND JOB STRESS ON EMPLOYEE PERFORMANCE AT PT. NIDEC INSTRUMENTS BEKASI

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Abstract

This study aims to identify and analyze the influence of authoritarian leadership style, workplace facilities, and job stress on employee performance at PT Nidec Instruments Bekasi. Data were collected through questionnaires distributed to 86 employees of the company and analyzed using validity and reliability tests, classical assumption tests, the coefficient of determination, multiple linear regression, and hypothesis testing. The results reveal that authoritarian leadership style, workplace facilities, and job stress significantly affect employee performance. The coefficient of determination (R^2) test indicates that 67.9% of the variation in employee performance is explained by the independent variables—authoritarian leadership style, workplace facilities, and job stress—while the remaining 32.1% is influenced by other factors not included in this research model.

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Furthermore, the F-test results show that these three variables, when examined simultaneously, have a positive and significant effect on employee performance, with an F-calculated value of 57.740, which is greater than the F-table value of 2.71.

Keywords: Authoritarian Leadership Style, Workplace Facilities, Job Stress, Employee Performance

INTRODUCTION

In today's rapidly evolving business landscape, companies must recognize that human resources are more than just a supporting function they are the engine that drives organizational success. Employees do not merely execute tasks; they shape how companies grow, adapt, and stay competitive. However, achieving high employee performance is not automatic. It hinges on a complex interplay between leadership styles, workplace conditions, and employee well-being.

Authoritarian leadership, characterized by centralized decision-making and minimal input from subordinates, remains prevalent in many organizations, including PT. Nidec Instruments Bekasi. While such leadership can ensure discipline and clarity in critical operational contexts, it may also induce psychological pressure and diminish morale when not balanced with participatory practices (Hasibuan, 2014). At the same time, the availability or lack—of proper workplace facilities significantly impacts employee motivation and productivity. Outdated tools, inadequate safety, or uncomfortable environments can quickly become barriers to performance (Asri et al., 2019; Dieva & Swasti, 2024).

Equally crucial is the issue of work stress. Persistent stress caused by overwhelming workloads, poor workplace relationships, or high expectations without support can lead to burnout, absenteeism, and even staff turnover (Grzywacz et al., 2008). These factors are not theoretical they reflect actual conditions at PT. Nidec Instruments Bekasi. Employees have reported stress linked to rigid management, outdated machinery, and tasks assigned under unclear or potentially non-compliant instructions, all of which undermine both mental health and performance.

As organizations face increasing pressure to remain efficient and legally compliant while maintaining a motivated workforce, it becomes vital to understand how these factors leadership, workplace infrastructure, and stress

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interact to shape employee performance. This study investigates how authoritarian leadership style, workplace facilities, and work stress affect employee performance at PT. Nidec Instruments Bekasi, offering insights for organizational improvement and sustainable human resource strategies.

LITERATURE REVIEW

Understanding the dynamics that drive employee performance has become increasingly vital in the modern workplace. Among the many elements influencing performance, leadership style, workplace facilities, and occupational stress have consistently emerged as major contributors. These factors not only affect how employees work but also how they feel and engage with their roles.

Authoritarian leadership, for instance, is marked by centralized decision-making and a lack of input from subordinates. Leaders operating under this style often maintain strict control, make unilateral decisions, and expect compliance without discussion. While this may ensure operational efficiency in some contexts, it can also lead to feelings of disempowerment and psychological strain among employees (Hasibuan, 2014).

In parallel, the condition of workplace facilities significantly shapes the employee experience. Adequate facilities ranging from ergonomic equipment to a well-organized and safe workspace not only support operational flow but also promote job satisfaction and reduce the likelihood of burnout (Asri, Ansar, & Munir, 2019; Dieva & Swasti, 2024). Companies that overlook the maintenance or modernization of their facilities may inadvertently lower worker morale and productivity.

Stress at work, another major determinant, is often triggered by excessive workloads, inadequate managerial support, or poor physical environments. Prolonged exposure to such stressors can manifest in both physical ailments (like hypertension and insomnia) and behavioral changes (such as increased absenteeism and decision fatigue), ultimately diminishing overall job performance (Grzywacz, Carlson, & Shulkin, 2008; Mirza, Goretti, & Haloho, 2020).

By examining these factors authoritarian leadership, the quality of workplace facilities, and levels of job stress this study aims to uncover how they collectively influence employee performance. This is particularly relevant to companies like PT. Nidec Instruments Bekasi, where strict leadership and operational challenges coexist, is a fitting case for exploring these interactions in depth.

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RESEARCH METHOD

This study adopts a quantitative research approach, grounded in positivist philosophy, to analyze the relationship between authoritarian leadership style, workplace facilities, and work stress on employee performance. As Sugiyono (2019) explains, quantitative methods are appropriate when researchers aim to test hypotheses on well-defined populations using measurable data and statistical analysis.

The research was conducted at PT. Nidec Instruments Indonesia, located in Cikarang, Bekasi, West Java. The total population comprised 600 employees. To ensure every individual had an equal chance of being selected, probability sampling was employed—specifically, simple random sampling. Using the Slovin formula, the appropriate sample size was calculated to be 86 respondents.

Data were collected through structured questionnaires, which included validated and reliable instruments covering four main variables: authoritarian leadership, work facilities, job stress, and employee performance. These instruments were tested using validity and reliability checks, confirming strong internal consistency (Cronbach's Alpha > 0.90 for all variables).

To analyze the data, this study used a suite of classical assumption tests—including normality, multicollinearity, heteroscedasticity, and autocorrelation—to ensure the robustness of the regression model. Subsequent analyses were performed using multiple linear regression to evaluate both individual and simultaneous effects of the independent variables on employee performance. Hypothesis testing was conducted using t-tests for partial effects and F-tests for simultaneous effects.

This methodology was chosen to ensure statistical reliability and to draw actionable insights that could be generalized to similar corporate contexts.

RESULTS AND DISCUSSION

Descriptive Statistical Test

The results of the descriptive statistical test can be seen in the following table:

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Table 1
Validity Test Results for the Authoritarian Leadership Variable (X1)

Statement	rcount Correlated Item- Total Correlation	rtable	Description
X1.1	0,854	0,2120	Valid
X1.2	0,832	0,2120	Valid
X1.3	0,820	0,2120	Valid
X1.4	0,831	0,2120	Valid
X1.5	0,827	0,2120	Valid
X1.6	0,796	0,2120	Valid
X1.7	0,789	0,2120	Valid
X1.8	0,896	0,2120	Valid
X1.9	0,830	0,2120	Valid
X1.10	0,832	0,2120	Valid
X1.11	0,766	0,2120	Valid

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

Based on Table 1, all 12 items of the Authoritarian Leadership instrument (X1) are declared valid. This is because the r-count values for each item are greater than the r-table threshold, indicating that every statement reliably measures the intended concept. Therefore, the validity test for this variable is considered successful.

Table 2
Validity Test Results for Work Facilities Variable (X2)

Statement	rcount Correlated Item- Total Correlation	rtable	Description
X2.1	0,766	0,2120	Valid
X2.2	0,764	0,2120	Valid
X2.3	0,784	0,2120	Valid
X2.4	0,831	0,2120	Valid
X2.5	0,793	0,2120	Valid
X2.6	0,826	0,2120	Valid

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X2.7	0792	0,2120	Valid
X2.8	0,789	0,2120	Valid
X2.9	0,792	0,2120	Valid
X2.10	0,864	0,2120	Valid
X2.11	0,818	0,2120	Valid
X2.12	0,836	0,2120	Valid

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

Based on the results shown in Table 2, all 12 items measuring the Work Facilities variable (X2) are considered valid. Each item's r-count exceeds the r-table value of 0.2120, which confirms that the statements effectively reflect the construct being measured. Thus, the validity test for this variable is declared successful.

Table 3
Validity Test Results for Work Stress Variable (X3)

Statement	rcount Correlated Item-Total Correlation	rtable	Description
X3.1	0,752	0,2120	Valid
X3.2	0,765	0,2120	Valid
X3.3	0,780	0,2120	Valid
X3.4	0,727	0,2120	Valid
X3.5	0,771	0,2120	Valid
X3.6	0,810	0,2120	Valid
X3.7	0,786	0,2120	Valid
X3.8	0,748	0,2120	Valid
X3.9	0,800	0,2120	Valid
X3.10	0,770	0,2120	Valid
X3.11	0,808	0,2120	Valid
X3.12	0,773	0,2120	Valid

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

As shown in Table 3, all 12 items used to measure the **Work Stress** variable (X3) are **statistically valid**. Each item has an r-count that exceeds the critical r-table value of 0.2120. This confirms that the instrument accurately captures the underlying construct of work stress, making the validity test for this variable fully acceptable.

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Table 4
Validity Test Results for Employee Performance Variable (Y)

Statement	rcount Correlated Item-Total Correlation	rtable	Description
Y.1	0,785	0,2120	Valid
Y.2	0,634	0,2120	Valid
Y.3	0,800	0,2120	Valid
Y.4	0,695	0,2120	Valid
Y.5	0,842	0,2120	Valid
Y.6	0,752	0,2120	Valid
Y.7	0,714	0,2120	Valid
Y.8	0,686	0,2120	Valid
Y.9	0,799	0,2120	Valid
Y.10	0,722	0,2120	Valid
Y.11	0,639	0,2120	Valid
Y.12	0,799	0,2120	Valid

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

As reflected in Table 4, all 12 items measuring the Employee Performance variable (Y) have r-count values greater than the r-table threshold of 0.2120. This confirms that each statement is valid and effectively captures the construct being measured. As a result, the validity test for this variable is considered successful.

Table 5
Reliability Test Results

Variable	Chronbach's Alpha	Criteria	Description
Authoritarian Leadership	0,953	Cronbach'alpha > 0,60 so reliable	Reliable
Work Facilities	0,950		Reliable
Work Stress	0,939		Reliable
Employee Performance	0,925		Reliable

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

Based on the reliability test results shown in Table 5, all variables demonstrate high internal consistency, with Cronbach's Alpha values exceeding 0.60. This confirms that each set of items is reliable and suitable for use as a

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measurement tool in this study. Therefore, the research instrument can be considered statistically sound and appropriate for further analysis.

Classical Assumption Test

1. Normality Test

Figure 1
P-P Plot – Normality Test Results

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

As shown in Figure 1, the normal P-P Plot indicates that the data points are closely scattered along the diagonal line. This visual pattern suggests that the residuals are normally distributed. Based on this observation, it can be concluded that the data meet the assumption of normality, which supports the validity of further statistical testing in this study.

Table 6
Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		86
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	2.25620138
Most Extreme Differences	Absolute	0.068
	Positive	0.063
	Negative	-0.068
Test Statistic		0.068
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

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Based on the results presented in Table 6, the Kolmogorov-Smirnov test produced a statistic value of **0.068** with an **Asymp. Sig (2-tailed) of 0.200**. Since this significance value is greater than 0.05, it indicates that the residuals are **normally distributed**. Therefore, it can be concluded that the data in this study meet the assumption of normality and are appropriate for further regression analysis.

2. **Multicollinearity Test**

Table 7
Multicollinearity Test Results

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.172	2.749		0.426	0.671		
	X1	0.237	0.033	0.456	7.215	0.000	0.980	1.021
	X2	0.294	0.036	0.513	8.169	0.000	0.992	1.008
	X3	0.212	0.037	0.362	5.698	0.000	0.972	1.028
a. Dependent Variable: Y								

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

Based on the SPSS output shown in Table 7, the Variance Inflation Factor (VIF) values for all independent variables (X1, X2, and X3) are well below the threshold of 10.00, and the Tolerance values are all above 0.1. These results indicate that there is no multicollinearity among the independent variables in this study. Therefore, the multicollinearity assumption is met, and the regression model can be considered statistically sound with regard to variable independence.

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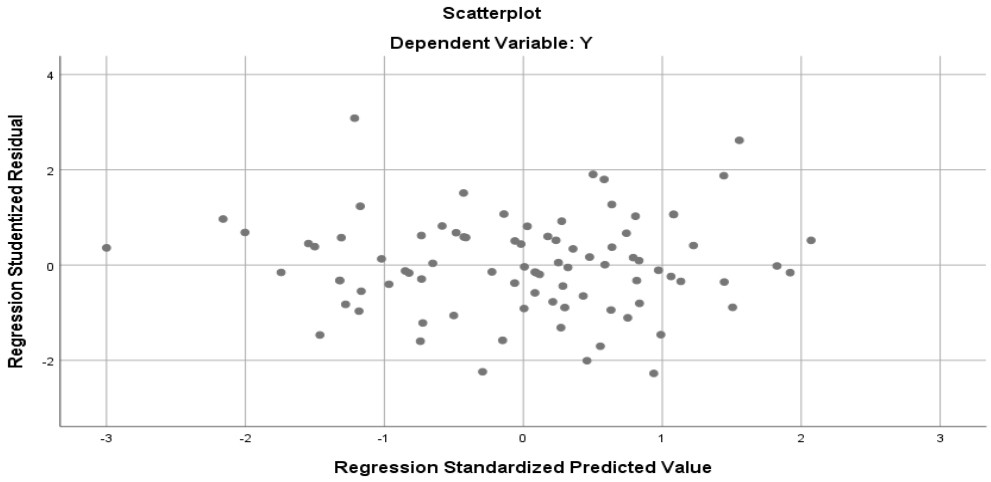
3. Heteroscedasticity Test

Figure 2
Heteroscedasticity Test Results



Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

As shown in Figure 2, the scatterplot reveals that the data points are randomly dispersed and do not form any clear or systematic pattern. The points are also spread both above and below the Y-axis value of zero, indicating no specific trend or clustering. This pattern suggests that the model satisfies the assumption of homoscedasticity, meaning there is no indication of heteroscedasticity. In other words, the regression model is free from this classical assumption violation and is suitable for further analysis.

4. Autocorrelation Test Results – Durbin-Watson

Table 8
Autocorrelation Test Results – Durbin-Watson

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824[a]	0.679	0.667	2.297	1.983
a. Predictors: (Constant), X3, X2, X1					
b. Dependent Variable: Y					

Source: Primary Data Processed (IBM SPSS Statistics 25), 2025

Based on the results shown in Table 8, the Durbin-Watson (DW) test produced a value of 1.983, with a total sample size (n) of 86 and three independent

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variables (k = 3). According to the Durbin-Watson critical value table at a 5% significance level, the lower bound (DL) is 1.5780 and the upper bound (DU) is 1.7221.

Given that the calculated DW value (1.983) is greater than DU and falls within the acceptable range (between DU and 4 – DU), it can be concluded that no autocorrelation is present in the regression model. Therefore, the model meets the assumption of independent residuals and is valid for further inference.

The following can be inferred:

D = 1,983

DL = 1,5780

DU = 1,7221

4 – DU = 4 – 1,7221 = 2,2779

Since 1.7221 < 1.983 < 2.2779, we can conclude that there is no autocorrelation present in the regression model.

5. Determination Coefficient Efficiency Test

Table 9

Summary of Determination Coefficient Test Results

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824[a]	0.679	0.667	2.297	1.983
a. Predictors: (Constant), X3, X2, X1					
b. Dependent Variable: Y					

Source: Processed Primary Data (IBM SPSS Statistics 25), 2025

Based on Table 9, the coefficient of determination (R^2) is 0.679, or 67.9%. This indicates that the independent variables—Authoritarian Leadership Style, Workplace Facilities, and Job Stress—collectively explain 67.9% of the variance in the dependent variable. In other words, the model accounts for 67.9% of the observed changes, while the remaining 32.1% is influenced by other factors not included in this research model.

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6. Multiple Linear Regression Test

Table 10.
Results of the Multiple Linear Regression Analysis

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.172	2.749		0.426	0.671		
	X1	0.237	0.033	0.456	7.215	0.000	0.980	1.021
	X2	0.294	0.036	0.513	8.169	0.000	0.992	1.008
	X3	0.212	0.037	0.362	5.698	0.000	0.972	1.028
a. Dependent Variable: Y								

Source: Processed Primary Data (IBM SPSS Statistics 25), 2025

Based on the multiple linear regression analysis presented in Table 10, the coefficients obtained are as follows: Authoritarian Leadership Style (X1) = 0.237, Workplace Facilities (X2) = 0.294, and Job Stress (X3) = 0.212. Therefore, the resulting multiple linear regression equation is:

$$Y = 1.172 + 0.237X_1 + 0.294X_2 + 0.212X_3$$

a. The interpretation of this regression equation is as follows :
   The constant value of 1.172 indicates that if all independent variables, Authoritarian Leadership Style (X_1), Workplace Facilities (X_2), and Job Stress (X_3) are equal to zero, the predicted value of the dependent variable, Employee Performance (Y), would be 1.172.
b. The regression coefficient for Authoritarian Leadership Style (X_1) is 0.237, suggesting that a 1% increase in X_1 is associated with a 0.237 (or 23.7%) increase in Employee Performance (Y), assuming other variables remain constant.
c. The regression coefficient for Workplace Facilities (X_2) is 0.294, which means a 1% improvement in X_2 corresponds to a 0.294 (or 29.4%) increase in Employee Performance (Y), holding other factors constant.
d. The regression coefficient for Job Stress (X_3) is 0.212, indicating that a 1% increase in X_3 is associated with a 0.212 (or 21.2%) increase in Employee Performance (Y), assuming all other variables remain unchanged.

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7. Hypothesis Testing

1. t-Test

Table 11
Results of the t-Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.172	2.749		0.426	0.671		
	X1	0.237	0.033	0.456	7.215	0.000	0.980	1.021
	X2	0.294	0.036	0.513	8.169	0.000	0.992	1.008
	X3	0.212	0.037	0.362	5.698	0.000	0.972	1.028
a. Dependent Variable: Y								

Source: Processed Primary Data (IBM SPSS Statistics 25), 2025

Based on Table 11, the results of the t-test analysis are summarized as follows :

1. The Effect of Authoritarian Leadership (X_1) on Employee Performance (Y)
   The partial test results show a significance value of 0.000, which is less than the threshold of 0.05, and a calculated t-value of 7.215, which exceeds the critical t-table value of 1.98969. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This indicates that Authoritarian Leadership (X_1) has a statistically significant partial effect on Employee Performance (Y).
2. The Effect of Workplace Facilities (X_2) on Employee Performance (Y)
   The significance value for Workplace Facilities is 0.000 < 0.05, and the t-value is 8.169 > 1.98969. As a result, H_0 is rejected and H_a is accepted. This confirms that Workplace Facilities (X_2) have a significant partial influence on Employee Performance (Y).
3. The Effect of Job Stress (X_3) on Employee Performance (Y)
   Similarly, Job Stress has a significance value of 0.000, with a t-value of 5.698, both of which meet the criteria (0.000 < 0.05 and 5.698 > 1.98969) for rejecting H_0 and accepting H_a. Therefore, Job Stress (X_3) is shown to have a significant partial effect on Employee Performance (Y).

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2. F-Test

Table 12
Results of the F-Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	914.022	3	304.674	57.740	.000[b]
	Residual	432.688	82	5.277		
	Total	1346.709	85			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source: Processed Primary Data (IBM SPSS Statistics 25), 2025

Based on the results of the F-test presented in Table 12, the calculated F-value is 57.740, which is greater than the critical F-table value of 2.71, and the significance level is 0.000, which is less than 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted.
These results indicate that the independent variables—Authoritarian Leadership (X_1), Workplace Facilities (X_2), and Job Stress (X_3)—have a simultaneous and statistically significant effect on Employee Performance at PT. Nidec Instruments Bekasi.

The Effect of Authoritarian Leadership Style on Employee Performance

The results of the first hypothesis test indicate that Authoritarian Leadership Style significantly influences Employee Performance. This finding is supported by the SPSS 25 output, which reports a t-value of 7.215, exceeding the critical value of 1.98969, and a significance level of 0.000, which is below the conventional threshold of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This confirms that authoritarian leadership has a significant and positive effect on employee performance at PT. Nidec Instruments Bekasi. These findings are in line with the study by Noratta et al. (2022), which demonstrated a significant relationship between authoritarian leadership style and employee performance in organizational contexts.

The Effect of Workplace Facilities on Employee Performance

The second hypothesis test reveals that Workplace Facilities also have a significant effect on Employee Performance. According to the SPSS analysis, the

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t-value is 8.169, well above the t-table value of 1.98969, with a significance value of 0.000. Thus, the hypothesis is accepted, indicating that improved workplace facilities are strongly associated with higher employee performance levels at PT. Nidec Instruments Bekasi. This result supports the findings of Setiawan and Suryosukmono (2024), who emphasized the role of adequate work facilities in enhancing job satisfaction and, in turn, employee performance.

The Effect of Job Stress on Employee Performance

The third hypothesis test shows that Job Stress significantly affects Employee Performance. The SPSS 25 results show a t-value of 5.698 > 1.98969 and a significance level of 0.000 < 0.05, confirming a statistically significant relationship. In this context, job stress can act as either a motivating or hindering factor, depending on how it is managed. In this study, it appears to be a meaningful variable influencing performance outcomes at PT. Nidec Instruments Bekasi. This is consistent with research by Nurhidayat et al. (2024), which found that job stress, when inadequately managed, can have direct consequences on performance metrics.

Simultaneous Effect of Authoritarian Leadership Style, Workplace Facilities, and Job Stress on Employee Performance

The fourth hypothesis assesses the combined impact of the three independent variables on employee performance. The analysis produced an F-value of 57.740, significantly higher than the F-table value of 2.71, with a p-value of 0.000, indicating strong statistical significance. These results confirm that Authoritarian Leadership Style, Workplace Facilities, and Job Stress, when considered together, significantly influence Employee Performance at PT. Nidec Instruments Bekasi. The combined effect highlights the interconnected nature of organizational leadership, physical work environment, and psychological well-being in shaping overall performance outcomes.

CONCLUSION

In line with the objective of this study—to examine the influence of Authoritarian Leadership Style, Workplace Facilities, and Job Stress on Employee Performance—the conclusions derived from the data analysis presented in the previous chapters are as follows :

1. Authoritarian Leadership Style has a positive and significant impact on employee performance at PT. Nidec Instruments Bekasi. The findings

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indicate that employees respond meaningfully to leadership approaches characterized by structured authority. Furthermore, the validity and reliability tests confirm that all questionnaire items related to this variable meet the required standards.

2. Workplace Facilities also exhibit a positive and significant effect on employee performance at PT. Nidec Instruments Bekasi. The availability of adequate infrastructure and resources appears to enhance productivity. As with the previous variable, all related questionnaire statements passed the validity and reliability tests.
3. Job Stress demonstrates a positive and significant relationship with employee performance at PT. Nidec Instruments Bekasi. This suggests that under certain conditions, stress may act as a motivating factor, pushing employees to perform better. The associated questionnaire items also met the validity and reliability criteria.

Finally, the variables Authoritarian Leadership Style, Workplace Facilities, and Job Stress collectively have a simultaneous and significant positive influence on employee performance at PT. Nidec Instruments Bekasi. This highlights the importance of a holistic approach that addresses leadership dynamics, physical work environment, and psychological well-being in improving overall performance outcomes.

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