

THE INFLUENCE OF AUTHORITARIAN LEADERSHIP STYLE, JOB STRESS AND WORKLOAD ON COUNTERPRODUCTIVE WORK BEHAVIOR OF PT EMPLOYEES. SOCFINDO, MEDAN CITY

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Abstract

Counterproductive work behavior is a common phenomenon that poses challenges in human resources. In June 2022, employees at PT. Socfindo in North Sumatra, Medan, initiated a strike action. The cause of this strike was related to deductions in premiums, bonuses, and other benefits. While employees traditionally received bonuses every four months, a reduction began in 2021, resulting in employees only receiving bonuses for three months. Consequently, the increased workload and heightened work stress at PT. Socfindo were attributed to an authoritarian leadership style, contributing to employees' counterproductive work behavior. This study aims to investigate the relationships between authoritarian leadership style, workload, work stress, and counterproductive work behavior. A quantitative approach was employed, involving the distribution of questionnaires to 65 respondents which is employed at PT. Socfindo located in Medan city. Primary data collection utilized questionnaires, and the analysis was performed through multiple linear regression using SPSS 23. The findings indicate that the work stress variable has a positive impact on counterproductive work behavior. Furthermore, both work stress and workload exhibit a negative influence on employees' counterproductive work behavior.

Keywords : *Authoritarian Leadership Style, Job Stress, Workload, Counterproductive Work Behavior*

1 INTRODUCTION

Humans are social creatures who cannot live without the help of others. Therefore, the nature of human life always tends to live in organizations. This impact is seen on everyday life in the life of community organizations, even in the world of work. In the world of work, humans are required to be able to interact and enter into the organization where they work. The organization is no longer seen as a closed system, but an open system that must respond to any updates and accommodate internal changes quickly and efficiently. An organization is a consciously coordinated social unit with a reactive boundary that can be identified by working continuously to achieve a goal. Then, the organization is a union of people whose efforts must be coordinated, composed of a number of interconnected and dependent sub-systems, working together on the basis of the division of labor, roles and authorities, and having certain goals to be achieved. Counterproductive Work Behavior (PKK) is an act that contradicts or has the potential to threaten the interests or performance or productivity of the organization and harm members of the organization. This research was conducted at PT Socfindo. PT Socfin Indonesia (Socfindo) is a world-class oil palm and rubber plantation company operating in North Sumatra and Aceh Provinces and headquartered in Medan, North Sumatra, Indonesia and part of the Socfin Group. In addition to palm oil and rubber products, the company also sells seeds from superior plant materials and provides agronomic and analytical laboratory services.

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From the picture above in June 2022, it can be seen that there was a strike action carried out by employees PT. Socfindo in North Sumatra based in Medan. The reason for the strike action carried out by the employees was related to the absence of a response from PT Socfindo's management to the request for bipartite negotiations (between the union and the company) regarding premiums, bonuses and others. There is a reduction in incentives received by employees where the incentive receipt period is reduced where the incentive receipt obtained is four months, but since 2021 it has been reduced and employees only receive three months of incentives. Therefore, workload and work stress are getting worse for PT. Socfindo caused by an authoritarian leadership style that has an impact on the counterproductive behavior of employees.

Decreased Work Behavior also occurs because employees work with rules that are too complex such as leaders providing supervision / monitoring that is too strict and regulations that are too rigid, the goal is good to create a disciplined and orderly attitude for these employees, but regulations that are too rigid make employees less accomplished at work so that their performance decreases. So the achievement of employee performance at PT. Socfindo based on these data can be said to tend to decline. Work behavior of each employee is also highly dependent on the managerial ability of the management (leader) in leading all workers, coordinating all their activities, and creating a conducive work climate. Leaders are a key resource in any organization. Effective leaders will be the determinants of life, death, progress, and retreat of an organization. According to (Sunyoto, 2013) leadership is a process of influencing the activities of individuals or groups to achieve goals. Therefore, the success or failure of employees in Work Behavior can be influenced by the leadership style of their superiors. Leadership style exerts an influence on Work Behavior. Poor leadership can cause employees to be unproductive and less effective, resulting in counterproductive work behavior, resulting in the non-achievement of the career that employees aspire to. The leadership applied by a leader in an organization has different characteristics.

According to (Sunyoto, 2013) that stress is something natural and experienced by anyone, including employees. Stress experienced by employees can be caused by various factors, namely internal and external factors. (Sunyoto, 2013) excessive stress levels cause employees in depressed conditions to no longer be able to cope with tasks that are too crowded. Therefore, organizations must be able to manage how stress that negatively impacts performance is transferred to have a positive impact, although the responsibility of managing this stress is not only on the organization but also on individual employees. Work stress will greatly affect physical and work behavior in employees to be able to produce good work behavior and avoid counterproductive work behavior. This means that employees in the company will face various negative symptoms that affect their performance at work. In addition to authoritarian leadership styles and work stress, workload also affects a person's work behavior. The amount of work that must be completed by a group or a person in a given time or workload can be viewed at both objective and subjective points of view. Objectively it is the overall time spent or the number of activities performed. Workload is subjectively a measure of a person's response to statements about feelings of workload, measures of job pressure and job satisfaction. Workload as a source of dissatisfaction is caused by excess work so that it affects employee work behavior.

The phenomenon that occurs in employees at PT. Socfindo because the company has taken a decision to cut premiums or bonuses so that it causes employees of PT. Socfindo chose to form a large group and took counterproductive action by protesting and striking in congregation. Counterproductive behavior of PT. Socfindo is not only on the issue of work bonuses that are not given but also where employees sometimes get a workload that exceeds the standard and causes the formation of work stress that can lead to termination of work (resign).

2. IMPLEMENTATION METHOD

2.1 Location and Object of Research

The location of this research was conducted at PT. Socfin Indonesian jl. Cabbage. Yos Sudarso No.106, Glugur City, Medan Baru District, Medan City, North Sumatra 20115. While the object of this research is employees of PT. Socfindon Medan City North Sumatra, Indonesia.

2.2 Population and Sample

Population according to Sugiyono (2019) is a generalization area consisting of objects or subjects that have certain qualities and characteristics that have been determined by researchers to be studied and then drawn conclusions. The population in this study is all employees of PT. Socfindo n Medan City has 192 employees. The sample according to Sugiyono (2012) is the part of the population that will be used to determine the desired traits and characteristics and is considered to be representative of the population. Based on data quoted from employment data in August 2023, the number of workers in Medan large offices is 194 workers, to determine the size of the sample size. Slovin Umar's formula is used in Supadmi & Suputra (2016) as follows

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$$n = \frac{N}{1 + Ne^2}$$

Information:

n = sample size

N = population size

e = allowance for inaccuracy due to sampling errors that can still be tolerated or desired, in this study is 10%.

The size or size of the sample is very dependent on the level of accuracy or error tolerance desired by the researcher. However, in terms of error tolerance rate in the study was 10%. The greater the error rate, the smaller the number of samples, and vice versa, the smaller the error rate, the greater the number of samples obtained.

In this study using an e value of 10% and a population of 194 the calculation is as follows:

$$\begin{aligned} n &= N / (1 + (N \times e^2)) \\ n &= 194 / (1 + (194 \times 0.1)) \\ n &= 194 / (1 + (194 \times 0.01)) \\ n &= 194 / (1 + 1.94) \\ n &= 194 / 2.94 \\ n &= 65.98 \end{aligned}$$

Based on the slovin formula with an error rate of 10%, the number of samples required is 65.98 samples. However, because the subject is a fractional number, it is rounded to 65 samples. So the number of samples used in this study was 65 employees out of a total of 194 employees

3.3 Data Analysis Methods

This study uses multiple linear regression with the following equation model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y : Counterproductive Work Behavior

α : Constant

β : Regression Coefficient

X1: Authoritarian Leadership Style

X2 : Work Stress

X3 : Beban Work

ε : Error Term

3. RESULTS AND DISCUSSION

3.1 Test validity

The validity test is used to measure the validity or validity of a questionnaire. According to Ghozali (2018) A questionnaire is said to be valid if the question or statement on the questionnaire is able to reveal something that will be measured by the questionnaire. The test criteria are: If the calculated R value is greater than the table R, it can be concluded that the data in the study is valid,

on the other hand, if the $R_{\text{calculated}}$ value is smaller than the R_{table} value, then the question is invalid. Large (df) = 30-2 then get the number 28, and alpha = 0.05 get R_{table} 0.361. The results of validity testing can be seen in the table:

Validity Test Results

No	Question Indicators	$R_{\text{calculated}}$ Value	R_{table} value	Information
1.	Counterproductive Work Behavior (Y)			
	1. P1	0,854	0,361	Valid
	2. P2	0,927	0,361	Valid
	3. P3	0,612	0,361	Valid
	4. P4	0,911	0,361	Valid
	5. P5	0,942	0,361	Valid
2.	Authoritarian Leadership Style (X_1)			
	1. P1	0,733	0,361	Valid
	2. P2	0,669	0,361	Valid
	3. P3	0,785	0,361	Valid
	4. P4	0,888	0,361	Valid
	5. P5	0,703	0,361	Valid
3.	Work Stress (X_2)			
	1. P1	0,491	0,361	Valid
	2. P2	0,867	0,361	Valid
	3. P3	0,931	0,361	Valid
	4. P4	0,823	0,361	Valid
	5. P5	0,668	0,361	Valid
4.	Workload (X_3)			
	1. P1	0,757	0,361	Valid
	2. P2	0,863	0,361	Valid
	3. P3	0,938	0,361	Valid
	4. P4	0,912	0,361	Valid

From these results it can be seen that the $R_{\text{calculated}}$ value is greater than 0.361 so that it can be concluded that each statement item in the questionnaire is declared valid.

3.2 Reliability Test

Reliability test is a tool to measure a questionnaire which is an indicator of variables. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent and do not change over time, a data can be said to be reliable if Cronbach's alpha value is greater than 0.60 (Ghozali, 2018). The results of reliability testing can be seen in the following table:

Reliability Test Results

Variabel	Cronbach's alpha	Standar alpha	Keterangan
Counterproductive Work Behavior	0,903	0,60	Reliabel
Authoritarian Leadership Style	0,810	0,60	Reliabel
Work Stress	0,830	0,60	Reliabel
Workload	0,889	0,60	Reliabel

3.3 Multiple Linear

Analysis Results The technique used in this study is a multiple linear regression equation, so the calculation results of regression analysis are obtained in the following table: Multiple Linear

Regression Test Results

Coefficients ^a							S umber: Hasil penelitian, data diolah 2023
		Unstandardized		Standardized			
		Coefficients		Coefficients			
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.481	2.217		.668	.507	
	Gaya Kepemimpinan Otorier	-.236	.116	-.186	-2.022	.048	
	Stres Kerja	1.254	.141	.933	8.911	.000	
	Beban Kerja	-.339	.162	-.234	-2.093	.041	
a. Dependent Variable: Perilaku Kerja Kontroproduktif							

a. Dependent Variable: Perilaku Kerja Kontroproduktif

Based on the table above, it can be seen that the value is obtained from the multiple linear regression analysis equation below:

$$Y = 1.481 + -236 (X_1) + 1.254 (X_2) + -339 (X_3)$$

The description of the multiple linear regression equation above is as follows:

1. The coefficient value for Authoritarian Leadership Style (X1) is (-0.236), so it can be interpreted that if the authoritarian leadership style is reduced by 1 value unit, Counterproductive Work Behavior (Y) is predicted for PT employees. Socfindo in the city of Medan, North Sumatra will decline.
2. The Work Stress coefficient value (X2) is (1.254), so it can be interpreted that if Work Stress is increased by 1 value unit, Counterproductive Work Behavior (Y) is predicted for PT employees. Socfindo in the city of Medan, North Sumatra will increase.
3. The Workload coefficient value (X3) is (-0.339), so it can be interpreted that if the Workload is reduced by 1 value unit, Counterproductive Work Behavior (Y) is predicted in PT employees. Socfindo in the city of Medan, North Sumatra will decline.

3.3 Hypothesis Testing

3.3.1 Partial Test (t Test)

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.481	2.217		.668	.507
	Gaya Kepemimpinan Otoriter	-.236	.116	-.186	-2.022	.048
	Stres Kerja	1.254	.141	.933	8.911	.000
	Beban Kerja	-.339	.162	-.234	-2.093	.041

a. Dependent Variable: Perilaku Kerja Kontroproduktif

From the table above, the calculated value for each independent variable is obtained. By looking at the criteria that have been determined, $\alpha = 0.05$ t table (65-3-1= 61), the t table is 1.9962. From this description the following conclusions can be drawn:

1. Significant value of Authoritarian Leadership Style (X1) on work behaviour counterproductive (Y) is $0.048 < 0.05$ and the t value is $-2.022 > t$ table 1.9962 so it can be concluded that H1 is accepted which means there is a negative effect between Authoritarian Leadership Style (X1) on counterproductive work behavior (Y).
1. The significant value of Job Stress (X2) on counterproductive work behavior (Y) is $0.00 < 0.05$ and the t value is $8.911 > t$ table 1.9962 so it can be concluded that H2 is accepted which means there is a positive effect between Job Stress (X1) on behavior counterproductive work (Y).
2. The significant value of Workload (X3) on counterproductive work behavior (Y) is $0.041 > 0.05$ and the t value is $-2.093 < t$ table 1.9962 so it can be concluded that H3 is accepted which means there is a negative and significant effect between Authoritarian Leadership Style (X1) towards counterproductive work behavior (Y)

4.3.2 Koefisien Determinasi

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.603	.584	2.385

a. Predictors: (Constant), Beban Kerja , Gaya Kepemimpinan Otoriter, Stres Kerja

b. Dependent Variable: Perilaku Kerja Kontroproduktif

Based on the results of testing the coefficient of determination in the table above, it is known that the coefficient of determination (R^2) value was 0.603. This value shows that the independent variables consisting of authoritarian leadership style, work stress and workload can explain their influence on the dependent variable, namely counterproductive work behavior of 60.3%, while 49.7% is influenced by other variables not included in this research model.

4. CONCLUSION

1. Authoritarian leadership style has a negative and significant influence on counterproductive work behavior. This means that the leadership style possessed by a leader in a company can influence employees to make decisions regarding counterproductive work behavior that they will carry out in the company.
2. Work stress has a positive and significant influence on counterproductive work behavior. This means that the higher the work stress experienced by employees can influence the employee in taking actions or decisions regarding counterproductive work behavior that will be carried out at the company.
3. Workload has a negative and significant effect on counterproductive work behavior. This means that the workload imposed on one employee influences that employee in making decisions or actions in terms of counterproductive work behavior at the company.

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