

## **The Influence Of Authoritarian Leadership Style On The Performance Of Officials At The Pajalesang Village Office**

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### **Abstract**

This study aims to determine the influence of authoritarian leadership style on the performance of officials at the Pajalesang Village Office, Lilirilau District, Soppeng Regency. Based on the results of preliminary field observations, it was found that the implementation of tasks at the Pajalesang Village Office still faces several obstacles, such as low coordination between leaders and subordinates, frequent delays in activity reporting, and one-way communication from the leader. An authoritarian leadership style is characterized by centralized decision-making, one-way communication, and strict supervision of officials. This study uses a quantitative approach with an associative research design. The population in this study consists of all 9 officials of the Pajalesang Village Office, who were also used as the sample through a total sampling technique. Data were collected through observation, interviews, and questionnaires, and then analyzed using simple linear regression analysis and the t-test. The results show that the authoritarian leadership style has a positive and significant effect on the performance of village officials, as evidenced by a regression coefficient value of 0.612 and a significance value of  $0.006 < 0.05$ . This indicates that the implementation of a firm and structured authoritarian leadership style can improve discipline, work effectiveness, and the achievement of officials' performance in a village office environment with a limited number of staff. However, the application of an authoritarian leadership style needs to be balanced with good communication in order to avoid reducing officials' motivation and creativity.

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## **INTRODUCTION**

Leadership is one of the key factors that determines the success of an organization, whether in the public or private sector. The achievement of organizational goals is greatly influenced by a leader's ability to direct, coordinate, and manage existing human resources. A leader not only acts as a decision-maker but also as a motivator and controller who is capable of creating a conducive work environment so that village officials can work effectively and

efficiently.

In the context of government administration, particularly at the village level, the role of the village head becomes highly strategic, as the village head serves as the frontline of public service and directly interacts with the community. The village head is responsible for administering governance, development, and public administrative services. Therefore, the performance of village officials plays a crucial role in determining the quality of public services and the successful implementation of government programs at the village level.

Employee performance is generally influenced by various internal organizational factors, such as leadership, work discipline, and managerial quality. Previous research has shown that managerial factors significantly affect employee work outcomes. Umar et al. (2022) found that work discipline has a positive and significant effect on employee productivity, indicating that effective supervision and managerial control contribute to improved performance. This suggests that the leadership style applied within an organization is closely related to the level of employee performance.

Leadership style refers to the approach or method used by a leader to influence and direct subordinates. One leadership style frequently found in governmental bureaucratic environments is the authoritarian leadership style. This style is characterized by centralized decision-making, one-way communication, and strict supervision of subordinates. Under certain conditions, an authoritarian leadership style can create work discipline and accelerate decision-making processes.

However, when applied excessively, this leadership style has the potential to reduce work motivation, creativity, and employee participation. This is consistent with the findings of Rahmah et al. (2020), who demonstrated that service quality is influenced by managerial and organizational behavior factors, where an appropriate leadership approach can enhance loyalty and satisfaction among service recipients. Therefore, the effectiveness of leadership style is an important factor in determining performance quality and public service delivery.

Based on preliminary observations, several issues were identified, including suboptimal work coordination, predominantly one-way communication, and delays in completing administrative reports. These conditions indicate that the leadership style implemented may influence the overall performance of village officials.

Research on authoritarian leadership style is therefore important, as leadership plays a significant role in determining the performance of government officials, particularly at the village level. A proper understanding of the impact of authoritarian leadership can assist village leaders in adjusting their leadership patterns to maintain discipline and order without neglecting aspects of employee motivation and participation.

Furthermore, this study is important as an evaluative reference for local governments in their efforts to improve the quality of leadership among village heads and village officials. The findings are expected to provide empirical contributions to the development of management science, particularly in the fields of leadership and public sector employee performance, and to serve as a reference for future research related to leadership in the public sector.

The objective of this study is to examine and analyze the influence of authoritarian leadership style on the performance of officials at the Pajalesang Village Office, Lirilau District, Soppeng Regency. Through this study, it is expected that a clear understanding of the relationship between authoritarian leadership style and employee performance can be obtained as a basis for improving leadership effectiveness and the quality of public services at the village level.

## **METHOD**

This study employed a quantitative approach with an associative research design. The quantitative approach was selected because this study aims to examine the influence of authoritarian leadership style on the performance of village officials through data that can be measured numerically and analyzed using statistical methods. The associative design was used to determine the relationship and influence between the independent variable, namely authoritarian leadership style, and the dependent variable, namely the performance of village officials. The research was conducted at the Pajalesang Village Office, located in Lilirilau District, Soppeng Regency, South Sulawesi Province. The selection of this research site was based on the relevance of the issues to the research focus as well as the accessibility of data. The study was carried out over a two-month period, from October to November 2025, which included the stages of preparation, data collection, data processing, and analysis of research findings.

Data collection techniques in this study were carried out through several methods, namely observation, interviews, and questionnaires. Observation was conducted directly to examine working conditions, interaction patterns between the village head and officials, and the implementation of service tasks at the Pajalesang Village Office. Structured interviews were conducted with the village head and several village officials to obtain more in-depth information regarding leadership style and performance. In addition, questionnaires were used as the primary data collection instrument and were distributed to all village officials using a Likert scale to measure respondents' perceptions of the variables studied.

The collected data were analyzed using descriptive and inferential quantitative analysis. Descriptive analysis was used to describe the characteristics of respondents and the tendencies of their responses to each research variable indicator. Furthermore, simple linear regression analysis was employed to determine the extent of the influence of authoritarian leadership style on the performance of village officials. Hypothesis testing was conducted using the t-test at a 5% significance level ( $\alpha = 0.05$ ) to determine whether the observed effect was statistically significant.

## **RESULTS AND DISCUSSION**

The positive effect of authoritarian leadership style on the performance of village officials indicates that a leader's firmness in organizing and controlling subordinates can improve work effectiveness and discipline. Clear instructions and strict supervision make officials more focused in carrying out their tasks, enabling work to be completed according to predetermined targets (Umar, Rahmah, & Novianti, 2022). However, although authoritarian leadership positively impacts employee performance, its application must be carried out proportionally. Limited involvement of officials in decision-making can potentially reduce initiative and creativity if applied over the long term (Rahmah, Rajeng, & Erpiana, 2020). In this leadership style, employee participation in decision-making is relatively low because the leader emphasizes obedience, discipline, and order in the workplace.

These findings are consistent with the authoritarian leadership theory proposed by Robbins, which states that this leadership style emphasizes leader control, subordinate compliance, and centralized decision-making. In organizations with a limited number of human resources, this leadership style is considered effective for creating order and work discipline (Robbins, 2019). Furthermore, these results support Hasibuan's view that firm leadership can improve employee performance when supported by clear supervision and task delegation. Thus, the implementation of authoritarian leadership at the Pajalesang Village Office has been proven to enhance the performance of village officials in carrying out governmental duties and public

service delivery (Hasibuan, 2017). Based on data collected through questionnaires distributed to all officials at the Pajalesang Village Office, descriptive analysis indicated that the authoritarian leadership applied by the village head falls into the “good” category. Respondents reported that the village head demonstrated decisiveness in decision-making, provided clear instructions, and exercised effective supervision over task execution. Furthermore, simple linear regression analysis produced a regression coefficient of 0.612 with a significance value of 0.006 ( $< 0.05$ ). These results indicate that authoritarian leadership style has a positive and significant effect on the performance of village officials at the Pajalesang Village Office. Therefore, the hypothesis stating that authoritarian leadership style affects employee performance is supported (Umar, Rahmah, & Novianti, 2022).

## **CONCLUSIONS AND SUGGESTION**

Based on the results of the research and discussion presented, it can be concluded that authoritarian leadership style has a positive and significant effect on the performance of village officials at the Pajalesang Village Office, Lilirilau District, Soppeng Regency. This indicates that the implementation of firm, structured, and disciplined leadership can improve work effectiveness and support the achievement of organizational goals. This study successfully addresses its research objective, which was to examine the influence of authoritarian leadership style on the performance of village officials. The findings demonstrate that authoritarian leadership can serve as a supporting factor in enhancing employee performance, particularly in work environments with a limited number of staff. As a recommendation, village heads are expected to maintain a firm leadership stance while balancing it with good communication and involving officials in certain decision-making processes to preserve motivation and participation. For future researchers, it is suggested to explore other leadership styles or include additional variables that may influence the performance of village officials.

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