

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia



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ABSTRACT: This study aims to examine the effect of workload, authoritarian leadership and career burnout on work loyalty and employee performance at PT Doran Sukses Indonesia, which has recently experienced an increase in employee turnover. This is caused by several factors, which include a lot of workloads, the leadership style applied to subordinates tends to be authoritarian, and there is no guarantee for reciprocal career paths. Workload indicators are measured through working conditions, use of working time, and targets. Authoritarian leadership is measured through centralized decisions, detailed assignments, leader subjectivity, opinion only, lip service, and close supervision. Career burnout is measured through emotional exhaustion, being stuck at work, feeling unsatisfied, failing, and loathing at work. Work loyalty is measured through obedience, responsibility, dedication and integrity. Employee performance is measured by the quality and quantity of work, timeliness, effectiveness, and independence. This type of research is quantitative research. The sample of this research is 128 respondents which is the entire population of employees of PT. Indonesian Success Doran. The data analysis method used is SEM analysis using the AMOS program version 23.0.1. The validity and reliability tests were processed using SPSS, and showed good validity and met the reliability requirements. The results of the data analysis showed that workload, authoritarian leadership, and career burnout had a negative and significant effect on work loyalty. The three dependent variables also have a negative and significant effect on employee performance. Work loyalty has a positive and significant effect on employee performance. The researcher's suggestion for the object of research is that it is better to make adjustments and balance the workload of employees.

KEYWORDS: Workload; Authoritarian Leadership; Career Burnout; Work Loyalty; Performance

INTRODUCTION

Technological developments can be utilized for the advancement of a company's business if it can analyze its opportunities. The use of telecommunications equipment cannot be separated from the need for additional accessories. Based on field observations, this can be seen from the proliferation of cellular businesses that sell various forms of accessories, both on the roadside and in shopping centres. Over time, the need for mobile phone accessories is increasingly varied, ranging from function, and shape to security. This very tight competition in the telecommunications sector has made gadget accessories entrepreneurs try to find innovations to reach customers so as to increase sales which will generate revenue for the company.

PT Doran Sukses Indonesia, established on December 25 2009, is a company engaged in the field of accessories and wearable gadgets, such as power banks, earphones, mobile phone casings, and so on with the JETE brand. Sales of PT Doran Sukses Indonesia's accessories have been successfully carried out through e-commerce and physical stores in several shopping centres in Surabaya. Quoted from the dorangadget.com site, the achievement achieved by the company is able to maintain stable sales and even increase by up to 40% during the pandemic. Another achievement is that Doran Gadget became an official partner of Garmin for outlets in Surabaya at the end of 2020.

This increase in sales certainly cannot be separated from the company's ability to take advantage of opportunities for technological advances, human resource management, and employee contributions. This achievement also has an impact on the workload that must be carried out by each employee. Employees of PT Doran Gadget Indonesia are required to achieve work targets efficiently in accordance with instructions and directions from the management. At PT Doran Sukses Indonesia, a job will run well, smoothly, and efficiently if the communication and relationship between superiors and subordinates go well, so that employee performance

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

goes in line with company goals. Employees as a crucial resource for almost all companies need to be reviewed for their performance. This can be implemented through an evaluation of the results of this study.

Turnover in PT Doran Sukses Indonesia

Currently, the employee turnover of PT Doran Sukses Indonesia has increased quite noticeably. The term turnover refers to the percentage of employees who resign or have a tendency to move to another workplace within a certain period of time. Some of the problems related to Human Resources that are the cause of high employee turnover include:

1. The first problem is the high workload given to employees. This was due to the increase in the company's sales, which resulted in an increased workload for employees. This excessive workload can be seen from the many tasks and responsibilities that must be done even beyond the set time limit.
2. The second problem is that the leadership style applied to subordinates tends to be authoritarian. Employees feel constrained because actions and orders from superiors arbitrarily limit the space for individual expression.
3. The final problem is that there is no guarantee for reciprocal career paths. Employees do not see good and supportive career prospects for the future in this company.

LITERATURE REVIEW

Human Resource Management

Human Resource Management is the practice of managing human resources to improve overall organizational performance (Soliha & Atmaja, 2022).

According to (Chandrasekhar & Ikhsanto, 2020) the development of Human Resources (HR) is divided into three points:

1. The potential, initiative and creativity of every citizen are fully developed within limits that are not detrimental to the public interest.
2. Development, people's welfare must always pay attention to the fact that every citizen has the right to an appropriate level of welfare and is obliged to participate in efforts to realize community prosperity.
3. Utilization, development and mastery of science and technology in the implementation of development must be able to increase welfare and add value to the community.

Workload

According to Moekijat (Suci, 2019) workload is the volume of work results or records of work results which can show the volume produced by a number of employees in a particular section. Koesomowidjojo (2017) divides the workload into three aspects:

1. Physical, which includes workload based on human physical criteria.
2. Mental, which is the calculation of workload by considering the mental (psychological) aspect.
3. Utilization of time, which considers the use of time for work.

D. Schultz and E.S. Schultz, in "Psychology and Work to Day", state that workload can be divided into two types, namely:

1. Quantitative Overload is having to do too many tasks or being provided with insufficient time to complete the task. The element that causes this quantitative overload is time pressure, where time is a measure of efficiency.
2. Qualitative Overload is the workload that occurs when people feel they are unable to complete their tasks or the standards of their job are too high.

C.R. O'Donnell and F.T. Eggemeier, in the "Workload Assessment Methodology", state that workload measurement can be done in three ways, namely:

1. Subjective measurement is a measurement based on the assessment and reporting by workers on the workload they feel in completing a task. This type of measurement generally uses a rating scale.
2. Performance Measurement is a measurement obtained through observing the aspects of behaviour or activities displayed by workers.
3. Physiological Measurement is a measurement that measures the level of workload by knowing several aspects of the physiological response of workers when completing a particular task or work.

Authoritarian Leadership

According to Susilo (2021), leadership is an activity to influence employees in achieving common goals, a leader must be able to influence and direct each of his employees in order to achieve organizational goals.

Authoritarian leadership is a condition where leaders work according to applicable policy regulations, although a little rigid and all instructions must be obeyed by subordinates (Siswanto and Hamid, 2017). Subordinates are not entitled to comment on what a

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

leader does because the leader thinks that he is the one who acts as the sole responsibility for all the complexity of the organization.

Career Burnout

According to Setyawati in Almaududi (2019), in general, burnout is a condition experienced by the workforce which can result in a decrease in work vitality and productivity. Burnout according to Freudenberger in Edi Suharto (2007) explains symptoms usually include cynical and negative attitudes, and power in thinking which often leads to dead-end minds that are closed to change or innovation.

George (2005) in Efa (2011), explains the symptoms of burnout, including physical fatigue, mental fatigue, emotional exhaustion, and low self-esteem.

Performance

Performance is the result of work performed by an individual within a certain period of time based on a given labour standard and is an operational variable of employee performance, namely the work performed by employees during that period. Mathis in Supatmi et al (2013) revealed that basically performance is what employees do or don't do. Employee performance affects organizational contributions such as output quantity, output quality, output time, attendance, and collaborative attitude.

Work Loyalty

According to Sriyodo and Farida (2013) loyalty can be understood as loyalty, devotion and trust given or directed to an individual or organization where there is a sense of responsibility to try to provide good service and good behaviour.

Empirical Literature

From previous studies, it can be concluded briefly that leadership style, especially authoritarian leadership, has a significant effect on employee performance. Two studies conducted by Sari (2016) stated that authoritarian leadership affects work loyalty. Chen et al (2016) also found research results that authoritarian leadership has an effect on loyalty.

Career burnout and workload simultaneously also affect employee performance, as evidenced by research by Ziaei et al (2015). Career burnout also has an influence on employee loyalty. This statement was stated in research belonging to Permatasari (2021), YS Lee (2021), and Kardiawan & Budiono (2018)

Workload has a significant effect on employee performance, shown by research from Ahmad et al (2019), Nabawi (2019), Bakri et al (2022), and Shih-Chieh Shao, et al (2020). The workload can also affect loyalty according to the results of research by Febriana and Kustini (2022), Heryati (2016), and Alam et al (2020). Finally, research by Sholihin & Arida (2021), Letsoin & Ratnasari (2020) and Urbancova & Vnoučková (2018) found that work loyalty affects employee performance.

METHODOLOGY

Research Design

The approach used in this study uses a quantitative approach with a correlation case study method with the aim of knowing the relationship between the variables contained in this study. Researchers focused this research on a causal associative research type. According to Sugiyono (2021,) this type of causal associative research is research that aims to describe and test the hypothesis of a relationship between two or more variables that have the nature of a causal relationship. This study aims to examine the effect of X or independent variables (workload, authoritarian leadership, and career burnout) on Z or intervening variables (work loyalty) and Y or dependent variables (employee performance).

Population and Sample

The population of this research is all employees of PT. Doran Sukses Indonesia in the city of Surabaya, with a total of 128 people. With a total population of 128 people, this study will use all members of the population as samples.

Data Collection Procedures and Instrumentation

The data collection technique used in this research was a closed-ended questionnaire by providing a set of written questions for respondents to answer. This method is used to collect data regarding price, quality or value on employee satisfaction. The questionnaire used is a questionnaire with a Likert scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

Data Analysis Techniques

Data analysis techniques are used to answer the formulation of the problem or test the hypotheses that have been formulated. Data management in this study will use SEM-AMOS Software.

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

RESEARCH RESULTS

Instrument Reliability

Instrument reliability testing was carried out using the SPSS program through the scale-reliability menu, then testing was carried out by evaluating the Cronbach Alpha value. According to Sugiyono (2021), an instrument is said to meet the requirements of good reliability when the Cronbach alpha value is at least 0.60.

The results of the reliability test on all variables produce a Cronbach's Alpha value greater than 0.60 so that the variables Workload, Authoritarian Leadership, Career Burnout, Work Loyalty, and Employee Performance are worthy of being a consistent measuring tool for research data because they meet good reliability criteria.

Table 4.1 Instrument Reliability Test Results

No.	Variable	No. of Items	Cronbach Alpha	Reliability
1.	Workload	7	0,726	Reliable
2.	Authoritarian Leadership	12	0,784	Reliable
3.	Career Burnout	13	0,817	Reliable
4.	Work Loyalty	9	0,731	Reliable
5.	Employee Performance	12	0,794	Reliable

Source: (Survey, 2022)

Construct Reliability

The reliability test is evaluated by looking at the calculated value. A variable is said to be reliable if its reliability value is ≥ 0.70 (Ghozali, 2016: 138). Construct reliability calculations are not generated by the AMOS program so value calculations are done manually with the formula: (Ghozali, 2017).

$$\alpha = \frac{\sum(\lambda)^2}{\sum(\lambda)^2 + \sum \epsilon_j} \quad \begin{matrix} \lambda = \text{loading factor} \\ \epsilon = 1 - \lambda^2 \end{matrix}$$

Table 4.2 Calculation of Construct Reliability

Variabel	Indikator	λ	$\sum \lambda^2$	λ^2	$\epsilon = (1 - \lambda^2)$	$\sum(\epsilon)$	Construct Reliability
Beban Kerja	X1_1	0,739	5,527	0,546	0,454	1,149	0,828
	X1_2	0,754		0,569	0,431		
	X1_3	0,858		0,736	0,264		
Kepemimpinan Otoriter	X2_1	0,776	13,162	0,602	0,398	2,358	0,848
	X2_2	0,753		0,567	0,433		
	X2_3	0,679		0,461	0,539		
	X2_4	0,665		0,442	0,558		
	X2_5	0,755		0,570	0,430		
Karir Burnout	X3_1	0,744	12,034	0,554	0,446	2,556	0,825
	X3_2	0,713		0,508	0,492		
	X3_3	0,556		0,309	0,691		
	X3_4	0,809		0,654	0,346		
	X3_5	0,647		0,419	0,581		
Loyalitas Kerja	Z_1	0,757	8,289	0,573	0,427	1,894	0,814
	Z_2	0,566		0,320	0,680		
	Z_3	0,811		0,658	0,342		
	Z_4	0,745		0,555	0,445		
Kinerja Karyawan	Y_1	0,725	10,582	0,526	0,474	2,865	0,787
	Y_2	0,649		0,421	0,579		
	Y_3	0,667		0,445	0,555		
	Y_4	0,538		0,289	0,711		
	Y_5	0,674		0,454	0,546		

Source: (Survey, 2022)

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

The results of manual calculations on reliability showed that the Workload construct has a reliability of 0.828 (> 0.70), Authoritarian Leadership of 0.848 (> 0.70), Career Burnout of 0.825 (> 0.70), Job Loyalty of 0.814 (> 0.70), and Employee Performance of 0.814 (> 0.70). That is, the reliability requirement of 0.70 has been exceeded by the variables involved in this equation model.

Structural Equation Model Analysis

The final results of the structural equation model regarding the effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance are then compiled to see the results of the influences between these variables.

Table 4.3 Structural Model - Goodness Of Fit

Parameter	Criteria	Test Result	Explanation
Chi-Square	DF = 189, $\chi^2 = 214,31$	176,71	Good
Probability	$\geq 0,05$	0,730	Good
GFI	$\geq 0,90$	0,893	Marginal
AGFI	$\geq 0,90$	0,857	Marginal
RMSEA	$\leq 0,08$	0,000	Good
RMR	$\leq 0,08$	0,015	Good
CFI	$\geq 0,94$	1,000	Good
TLI	$\geq 0,95$	1,014	Good

Source: (Survey, 2022)

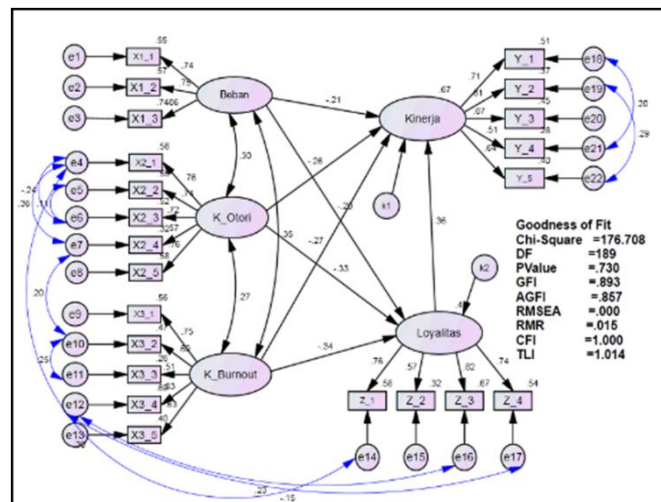


Figure 4.1 Structural Equation Model of Influence of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance

Source: (Survey, 2022)

In the CFA evaluation model, the structural equation model has undergone a model modification and currently, the modification is applied to the structural equation model. The results show that it meets the Goodness of Fit criteria. On the value of the PValue coefficient, it is known that the equation model is good ($P > 0.05$), RMSEA is good (< 0.08), CFI is good (> 0.95) and so on for other criteria.

Hypothesis Verification

Based on the good results goodness of criteria, then the output of the AMOS program can be interpreted to prove the hypothesis.

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

Table 4.4 Influence between Variables on the Structural Equation Model

Influence between Variables	Standardized Weight	S.E	C.R.	P	Signification
Beban => Loyalitas	-0,198	0,092	-1,909	0,056	not significant
K_Otori => Loyalitas	-0,330	0,125	-3,114	0,002	significant
K_Burnout => Loyalitas	-0,336	0,121	-3,117	0,002	significant
Beban => Kinerja	-0,214	0,066	-2,113	0,035	significant
K_Otori => Kinerja	-0,256	0,09	-2,457	0,014	significant
K_Burnout => Kinerja	-0,271	0,089	-2,499	0,012	significant
Loyalitas=> Kinerja	0,359	0,093	2,832	0,005	significant

Source: (Survey, 2022)

Calculation of the results of proving the hypothesis listed in Table 4.4 can be broken down as follows:

The results of data analysis calculations show that Workload has an effect of -0.198 on Work Loyalty. This effect is supported by a c.r of -1.909 (c.r \approx 1.96) and a significance value (p-value) of 0.056 (p \approx 0.05). Secondly, the results of data analysis calculations show that Authoritarian Leadership has an effect of -0.330 on Work Loyalty. This effect is supported by a c.r of -3.114 (c.r >1.96) and a significance value (pvalue) of 0.002 (p <0.05). Next, the results of data analysis calculations show that Career Burnout has an effect of -0.336 on Work Loyalty. This effect is supported by a c.r of -2.113 (c.r >1.96) and a significance value (pvalue) of 0.035 (p <0.05).

The fourth results of data analysis calculations show that workload has an effect of -0.256 on employee performance. This effect is supported by a c.r of -2.457 (c.r > 1.96) and a significance value (p-value) of 0.014 (p <0.05). The next results of data analysis calculations show that Authoritarian Leadership has an effect of -0.271 on Employee Performance. This effect is supported by a c.r of -2.499 (c.r > 1.96) and a significance value (p-value) of 0.014 (p <0.05). The sixth results of data analysis calculations show that Career Burnout has an effect of -0.271 on Employee Performance. This effect is supported by a c.r of -2.499 (c.r >1.96) and a significance value (pvalue) of 0.012 (p <0.05). The last results of the calculation of data analysis show that work loyalty has an effect of 0.359 on employee performance. This effect is supported by a c.r of 2.832 (c.r>1.96) and a significance value (p-value) of 0.005 (p <0.05). This means that Authoritarian Leadership has a positive and significant effect on Employee Performance, in other words when Work Loyalty increases, Employee Performance will increase significantly.

DISCUSSION

The results of the hypothesis testing carried out proved that the first hypothesis was rejected. Thus it can be concluded that there is a negative and not significant effect of workload on work loyalty. This is in contrast to the results of research conducted by Febriana and Kustini (2022) which state that workload has a direct, significant and negative effect on employee loyalty. An optimal workload is a workload that is in accordance with the potential of employees. At PT Doran Sukses Indonesia, even with a high workload, this does not affect employee loyalty. The level of work density received by employees of PT Doran Sukses Indonesia is in line with the flexibility of working hours such as flexible rest hours so that employees do not feel stressed.

The next results of the hypothesis testing can be concluded that there is a negative and significant influence between workload on employee performance. These results support previous research conducted by Rizka et al (2020), showing that there is a significant effect of workload on employee performance where the more the workload increases, the employee's performance will decrease.

By providing an effective workload, companies can find out the extent of the potential of their employees and the impact on their performance (Adityawarman, 2015). PT Doran Gadget Indonesia has achieved several high achievements that have widened the scope of its business. This goes in line with the increasing workload imposed on the employees of PT Doran Gadget Indonesia so that employees have greater responsibility. If employees are uncomfortable and feel burdened, there will be a drastic decrease in employee performance.

The third result of the hypothesis testing carried out proves that the third hypothesis can be accepted. Thus it can be concluded that there is a negative and significant influence of authoritarian leadership on work loyalty. According to the results of hypothesis testing, it can also be concluded that the more authoritarian a leader is, the more employee work loyalty will decrease. These results support previous research by Sari (2016) and Asim (2021) which proved through their research that authoritarian leadership has a significant influence on employee work loyalty.

The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

Indicators of leadership style that affect employee performance are the nature or character of a leader. However, the field conditions at PT Doran Sukses Indonesia are in contrast to the characteristics of a good work environment. The leaders at PT Doran Sukses Indonesia tend to have a subjective view of each of their subordinates and also as the absolute main decision maker. Therefore, employees feel less valued and considered their existence.

According to the results of the fourth hypothesis testing, it can be concluded that there is a negative and significant influence of authoritarian leadership on employee performance. According to the results of hypothesis testing, it can also be concluded that the more authoritarian a leader is, the more employee performance will decrease. These results support previous research by Asim et al (2021) which showed the impact of authoritarian leadership on employee performance and behaviour. This was found in the work environment of PT Doran Sukses Indonesia where the owner of the company also acts as a leader in the company. This causes the company's leadership to become the main policy maker that cannot be denied by employees. Therefore, employees feel underappreciated and are forced to submit to orders from their leaders. The attitude of the leadership towards employees also seems to make employees always work under pressure, this leadership style that is applied makes it difficult for employees to work.

The next results of the hypothesis testing carried out prove that the fifth hypothesis can be accepted. Thus it can be concluded that there is a negative and significant influence between career burnout on work loyalty. This shows that career burnout can lead to a decrease in the level of employee loyalty. These results support previous research by Bernales-Turpo (2022) which stated that career burnout can affect employee work loyalty. In PT Doran Sukses Indonesia, limited career paths are one of the factors driving employees to experience burnout. The lack of clarity about the career path and appreciation causes a decrease in employee motivation to remain fully dedicated to PT Doran Sukses Indonesia. The symptoms that arise from burnout will certainly hinder the work process of employees. The level of saturation that is allowed to drag on will result in employees changing workplaces (turnover intention) (Dwiyanto, 2017).

The sixth result of the hypothesis can be concluded that there is a negative and significant influence between career burnout on employee performance. These results support previous research by Gastaldi et al (2014), Ziaei (2015) and Almaududi (2019) which stated that there is a negative and significant effect between career burnout and employee performance. Through the results of hypothesis testing, it can be concluded that boredom at work makes productivity and performance decrease. High job intensity in PT Doran Sukses Indonesia created a condition where employees who experience burnout tend to relax and rest more often due to mental fatigue. Not a few employees at PT Doran Sukses Indonesia are physically exhausted so they choose not to come to work even though they will experience a salary cut.

The last results of the hypothesis testing carried out proved that there is a positive and significant influence between work loyalty on employee performance. These results support previous research by Urbancová and Vnoučková (2018) which found that loyalty and commitment have a significant effect on performance. The conditions at PT Doran Sukses Indonesia show that employees have high work loyalty to the company by completing and being responsible for the work of employees. Employees of PT Doran Sukses Indonesia always maintain the good name of the company and also comply with the regulations set by the company.

CONCLUSION

Based on the results of the research, it can be concluded as follows:

1. There is a negative and insignificant effect of workload on work loyalty.
2. There is a negative and significant influence between workload on employee performance.
3. There is a negative and significant influence of authoritarian leadership on work loyalty.
4. There is a negative and significant influence of authoritarian leadership on employee performance.
5. There is a negative and significant influence between career burnout on work loyalty.
6. There is a negative and significant influence between career burnout on employee performance.
7. There is a positive and significant influence between work loyalty on employee performance.

SUGGESTION

The study recommends research to raise variables other than those discussed in this study and use this study as a reference for further research. By then, the next research could reveal broader issues and findings that will be more beneficial.

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The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

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The Effect of Workload, Authoritarian Leadership, and Career Burnout on Work Loyalty and Employee Performance at PT Doran Sukses Indonesia

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