

## **Autocracy Leadership In Improving Organizational Performance During Pandemic Covid-19**

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### **Abstrak**

Kepemimpinan otokratis yang merupakan kebalikan dari kepemimpinan masih menjadi pembahasan yang menarik di era pasca modern. Tulisan ini bertujuan untuk menjelaskan perkembangan kepemimpinan otokratis dalam meningkatkan kinerja organisasi. Pemimpin dunia dengan gaya kepemimpinan otentik seperti Hitler di Jerman, Bill Gates dari Amerika dan Kim Jong Un dari Korea telah berpasangan-pasangan sukses di zamannya. Untuk itu, tulisan ini bertujuan untuk menjelaskan fenomena kepemimpinan otokratis dalam keberhasilannya. Metode yang digunakan adalah metode deskriptif naratif melalui review jurnal. Hasilnya adalah bahwa kepemimpinan otokratis relevan dalam kondisi tertentu yang memerlukan pengawasan ketat dari elemen organisasi dalam tujuan.

**Kata Kunci:** *Kepemimpinan, Otokrasi, Fenomena, Post Modern.*

### **Abstract**

Autocratic leadership which is the opposite of leadership is still an interesting discussion in the post modern era. This paper aims to explain the development of autocratic leadership in improving organizational performance. World leaders with authentic leadership styles such as Hitler in Germany, Bill Gates from America and Kim Jong Un from Korea have had pairs of success in their era. For this reason, this paper aims to explain the phenomenon of autocratic leadership in its success. The method used is descriptive narrative method through journal review. The result is that autocratic leadership is relevant under certain conditions that require close scrutiny of organizational elements in goals.

**Keywords :** *Leadership, Autocracy, Phenomenon, Post Modern.*

### **INTRODUCTION**

The very strategic and important role of leadership for achieving the vision, mission and goals of an organization, is one of the motives that encourage people to always investigate the intricacies associated with leadership. The quality of the leader is often considered the most important factor in the success or failure of an organization. Likewise, the success or failure of an organization both business and public oriented. So important is the role of the leader in holding the key in formulating and implementing organizational strategy (Yulk: 2010; 4) Mosedeghard and Yannohamma (in Gustomo & Silvanita, 2009) conclude that authoritarian leadership style affects loyalty through job satisfaction. Job satisfaction is a person's perception of work, based on work environment factors such as boss style, work rules and procedures, co-workers, working conditions and the level of compensation received. The elements of work related to job satisfaction include the value of compensation, job promotion, working conditions, supervision, how the organization works and the relationship created between superiors and subordinates. Communication is the sending and receiving of various messages within the organization, in formal and informal groups of the organization. The previous description can be concluded that communication is a process where people intend to provide meanings through symbolic delivery of news, can connect members of various different organizational units and different fields, so it is often called a chain of information exchange (Masmuh: 2010:9.)

Providing motivation by looking at the dominant needs of employees, both physiological needs and other needs, such as safety and security needs, social needs, esteem needs, and self-actualization needs. Therefore, it is not surprising that employees who have high work motivation usually have high performance as well. For this reason, employee motivation needs to be raised so that employees can produce the best performance. Antoni (2006) suggests that giving encouragement as a form of motivation, It is important to do to increase employee morale so that they can achieve the results desired by management. The relationship between motivation, work passion and optimal results has a linear form in the sense that by providing good work motivation, the employee's work passion will increase and work results will be optimal in accordance with the set performance standards. Employee performance as a form of someone's success to achieve certain roles or targets that come from his own actions. Employee performance according to Hasibuan (2012: 94) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time.

Performance is defined as work performance or work results both quality and quantity achieved by employees per unit period of time in carrying out their work duties in accordance with the responsibilities given to them (Mangkunegara, 2006). With good performance, everyone in the group will produce better work performance and also have the spirit of sacrifice for the achievement of group or organizational goals.

The authoritarian leadership style is exemplified when a leader dictates policies and procedures, decides what goals to achieve, and directs and controls all activities without meaningful participation from subordinates. Such a leader has complete control over the team, leaving little autonomy within the group. The leader has a vision and must be able to effectively motivate his group to complete the task. Groups are expected to complete tasks under very close supervision, while unrestricted authority is given by the leader himself. The response of subordinates to orders given can be in the form of punishment or reward.

Authoritarian leaders are often referred to as "autocratic" leaders. They sometimes, but not always, provide clear expectations about what needs to be done, when it should be done, and how it should be done. There is also a clear distinction between leaders and followers. Bob Altemeyer conducted research on what he calls right-wing authoritarianism (RWA), and presented an analysis of the personality types of authoritarian leaders and authoritarian followers.

Authoritarian leaders make decisions independently with little or no input from other group members. They uphold strict control over their followers by directly setting rules, methodologies, and actions. Authoritarian leaders build gaps and build distances between themselves and their followers with a view to emphasizing role differences. This type of leadership dates back to the earliest tribes and kingdoms. It is often used in today's times when there is little room for error, such as construction work or manufacturing work.

Authoritarian leadership usually fosters little creativity in decision making. Lewin also finds that it is more difficult to move from an authoritarian to a democratic style than the other way around. Abusers of this style are usually seen as controlling, bossy and dictatorial. Authoritarian leadership is best applied to situations where there is little time for group discussion. Examples of leaders who have used authoritarian leadership include Adolf Hitler, Benito Mussolini, Bill Gates, Kim Jong-un, Larry Ellison, Lorne Michaels, Richard Nixon and Vladimir Putin.

Various types of leadership styles have always had ups and downs throughout the history of human civilization. Absolute authoritarian leadership, spirituality-based leadership, democratic leadership, Pharaoh era leadership until Abdullah Fatah era in Egypt..leadership of Raja Raja Nusantara in Indonesia to President Jokowi, leadership of George Wasbington to Joe Biden in the United States and the Roman kings and leaders in their respective eras in Europe and throughout the world.

This research is very important to place the leadership style in the relevant era and space and situation. By paying attention to the various interests and the era of the glory of the type of leadership, the researcher is interested in exploring the type of autocratic

leadership in improving organizational performance with qualitative and quantitative methods.

Authoritarian leadership is a management style that focuses the decision-making process on top leadership positions. That is, the leader as the head of the organization is the only party who has control to make all strategic decisions. Leaders usually rarely consider the input of group members to make decisions. The leader decides everything based solely on personal considerations. Authoritarian leadership also has absolute control over the members under it. That's why leaders often view themselves as the engine of a car that moves people under their control or command.

Authoritarian leadership style is a style of leader who concentrates all decisions and policies taken from himself in full (Hasibuan, 2003). All the division of tasks and responsibilities is held by the authoritarian leader, while the subordinates only carry out the tasks that have been given. In an authoritarian leadership style, the leader controls all aspects of the activity. The leader tells what goals he wants to achieve and how to achieve these goals, both major goals and minor goals.

Leaders who carry out this leadership style also act as supervisors for all the activities of their members and provide solutions when members experience problems. In other words, members don't have to worry about anything. Members simply carry out what the leader decides. The basic personality of this model leader is red. The advantages of this authoritarian leadership model are in its achievements. Not a single wall can stop this leader's steps. When he decides on a goal, it is a fixed price, there is no excuse, there is a result. The steps are calculated and systematic. Cold and a little cruel are the weaknesses of this leader with a red personality. They attach great importance to the goal, so they never care about the means. Eat or be eaten is the principle of his life. This leadership style assumes that everyone is the enemy, whether it's his subordinates or co-workers. This authoritarian leadership style sometimes emphasizes to his subordinates not to be a threat, with unreasonable discipline or with targets that are impossible to achieve. This authoritarian leadership style can be effective if there is a balance between discipline imposed on subordinates and there is a compromise on subordinates.

Authoritarian Leadership 1. Very focused on one job done by the leader and group 1. Does not emphasize personal relationships. but maintain a professional distance 3. Don't seek input from followers. The group should follow the instructions given by 1. It is sometimes useful to use in crisis situations. Example: A policeman directs traffic A teacher gives instructions for a task A minister appoints flight attendants and guardians (P. Soebagio,2018) What Adolf Hitler, Napoleon Bonaparte, Queen Elizabeth I, and Vladimir Putin have in common are examples of autocratic leadership—when a leader exercise complete and authoritarian control over a group or organization—or in the case of these famous autocrats, a vast empire. Leaders who use an autocratic style usually make all decisions with little or no input from others. It is important to distinguish dictators from these leaders. All dictators are autocratic leaders, but not all autocratic leaders are dictators. Autocratic leaders are not in the business of using their power for oppression, instead this leadership style focuses more on power to push the group forward. However, as extreme as it may sound in running a company, there are instances when autocratic leadership can be good for business. This article will explore those examples as well where this leadership would not be effective.

## **Autocratic Leadership**

### **1. Traits of Autocratic Leadership**

The goal of an autocratic leadership style is to establish centralized control and use that control to achieve the desired results, whether this is for a not-for-profit company or a not-for-profit organization. This leadership style is characterized by the following: Limited input from stakeholders. Autocratic leaders make most if not all decisions, leaving little if any room for feedback. This may increase efficiency because decisions are made faster, but it certainly doesn't increase team morale. If employees are not trusted with important decisions or assignments, they question the value they bring to the company and may

very well package and carry their skills to others. Let's say a fashion editor at a major style publication does more than come up with a shoot and a story, only to find that it was removed because the editor-in-chief didn't like it. Depending on how thick their skin was, a subordinate could only receive so many rejections from an autocratic manager. In this example of leadership style, autocratic methods can cause a person to want to quit and low morale. Highly structured environment. Structure is an absolute must in every organization. But in autocracies, the environment tends to be so structured that it becomes rigid. When there is no doubt who is in charge with this leadership style, tasks can be completed more quickly—that's the advantage. On the other hand, work arrangements can be too strict in an autocratic environment. For example, if a team member knows their performance is constantly being monitored, fear may be their only motivation to get the job done. Clear rules and processes. Under an autocratic leader, there is no question who has the final say, whether it is an important business decision or how the company is run. When roles, rules, and processes are clearly defined in this leadership style setting, things tend to run smoothly and efficiently because one person does everything. But sacrificing employee creativity and input in the process risks missing out on great ideas. Worse, it sends a loud and clear message that their creativity or input is not appreciated. To illustrate this, consider the classic "suggestion box" where employees are invited to share their ideas for improving the company. Just having a suggestion box available sends a message that input from the workforce is welcomed and might even be considered. Not so much in businesses with autocratic leadership structures. First, there will never be a suggestion box.

## 2. Examples of Autocratic Leadership.

Bill Gates. The driving force behind Microsoft has a leadership style that is a mix of authoritarian and participative. He is the main delegate of the task but at the same time understands the value of making full use of the skills of his team members. This combination of styles brought great success to the company. Abraham Lincoln. Honestly Abe rarely gave battlefield command but made many autonomous decisions during the Civil War. According to Smithsonian Magazine, "He applied his great wits of common sense to bypass the confusion and reasoning of military subordinates." The result of President Lincoln's autocratic leadership style had a profound and lasting effect on America: the abolition of slavery. Napoleon Bonaparte. The military leader of the French Revolution was famous for his autocratic leadership style. He led a large army without sharing his ideas with anyone. Obviously, the tactic worked. How else could he expand his empire to over 70 million people?

## 3. Pros and Cons of Autocratic Leadership.

Autocratic leaders are stereotyped as bossy, brutal, and lacking empathy. Their absolute power can be intimidating and fearful. However, this style can work well where strong and direct leadership is needed. Here are some examples of when this clear chain of command can make or break a business or organization.

### 4. Pros.

When urgent decisions need to be made quickly. With the responsibility falling on the top person in charge, there is no need to get input from team members. Autocratic leaders make proverbial executive decisions and—boom—the process moves forward. When work performance needs to be monitored closely. Watching employees closely ensures tasks are performed efficiently and effectively—and makes it easy to quickly identify problem areas in the workflow and take corrective action. When tight process coordination is critical to productivity. With complex decision making left to the leader, employees can focus on their specific responsibilities. Again, this speaks of high efficiency.

### 5. Cons.

High turnover. Not giving employees a voice on company issues will inevitably dampen morale, lower productivity, and make them look for other opportunities. Persevere not to change. An effective leader must be flexible and adaptable to change. Autocratic leaders may resist this because they are used to doing things one way: their way. Little

room for initiative and cooperation. An autocratic leadership work environment is not for individuals who thrive on collaboration and taking initiative. Employees who are proactive and knowledgeable about their roles can find it difficult to work in an environment that does not encourage the contribution of their best skills. Empathetic leadership would be much more suitable. This leadership style is practically the opposite of autocratic leadership. An empathetic leader sees great value in making strong emotional connections with his employees.

#### 6. Using an Autocratic Leadership Style

Strong centralized control can help organizations meet their goals. This has proven to be especially effective in work environments where there is little margin for error, such as hospital emergency rooms. Say amputation is necessary to avoid spreading the infection throughout the patient's body. Only the emergency room doctor can call. The nursing leadership role will also ensure autocratic decision making. For example, the nursing team you manage depends on you to make important decisions about how to provide care to patients. An inappropriate scenario for an autocratic leadership style is an advertising agency offering a television commercial idea to a client. The creative director may have the final say on what will be presented to the client but relies heavily on the unique knowledge and expertise of the creative team to carry out the work. Because the advertising profession requires more of a participatory management style, autocratic leadership, in this case, will not work. While autocratic leadership certainly makes for interesting conversations, it's not for everyone. Whatever type of leadership appeals to you, seeking an online business degree from WGU can help you gain the knowledge and skills you need to be an effective leader. Plus, if you already have leadership experience, it can help accelerate your degree in some of WGU's competency-based online programs. Find out today how WGU can turn you into one of tomorrow's leaders. Peel Completely Autocratic Leadership Style, Risky but Effective in Teams.

Leadership skills are one of the main competencies that HRD looks for when selecting candidates, especially for manager positions (Belyh, 2020). Well, from the various leadership styles that exist, a figure with autocratic leadership will be very effective in certain situations. Autocratic leadership is a leadership style in which a leader has full control over determining policies and procedures, deciding what goals to achieve, and directing and supervising all organizational activities, without the participation of subordinates. Autocratic leaders are not as involved with long-term goal setting or career development as other types of leaders. They tend to focus more on ensuring team members complete important tasks on schedule. Judging from the definition, autocratic leadership style is almost similar to authoritarian leadership. What they both have in common is that the leader is the only person in the organization who has control to make all strategic decisions. Both also have absolute power over the people who work under them. However, authoritarian leadership is more likely to tell their teams to simply follow instructions — “Do as I tell you!”. Autocratic leaders are more likely to move their subordinates with a “Come on, follow me!” approach. Therefore, this leadership style is not always rigid. Where autocratic leadership is headed can manifest in a variety of ways, depending on the situation and how the leader applies the style. The three forms of the autocratic leadership style are:

**Directing:** The most common and most rigid form. Subordinates are closely monitored and leaders are unlikely to consult with subordinates to make decisions.

**Permissive:** A more flexible form. The leader still makes the final decisions, but members can be more flexible to decide for themselves how they will perform the task.

**Paternalistic:** Using the core characteristics of an autocratic leadership style, but still considering the welfare and happiness of subordinates.

#### 7. Traits of an Autocratic Leadership Style

##### a. Restriction or absence of input from subordinates

Leaders do not feel the need to consult with their subordinates when making decisions, both on a small and large scale. Even if the implementation of the plan involves the



active contribution of the team and its members. The leader will consider different options and make a decision based on his own understanding and judgment. Then, he himself also delegates tasks and oversees the running of each process. The leader will also decide for himself the solution and next steps to resolve the problem, if needed. Sometimes, a leader with this style can also create a small team of trusted advisors who have the same skills, experience or training. The formation of this team aims to help him weigh the decision. In the end, it is the leader who will be responsible for reaching the conclusion.

b. The leader makes all the decisions

Autocratic leaders have a responsibility to make the right decisions every time. They decide who needs to be on the team, how the team operates, and what the team's goals are. They also create a system with all the rules and procedures, which the team later uses to work and achieve goals. If successful, then most of the appreciation and respect will go to him. Vice versa. If the plan fails miserably, they themselves suffer the consequences. Therefore, the leader must carefully implement his vision. The autocratic leadership style has a strict supervisory system. Subordinates will be closely monitored by the leader, which puts pressure on them and keeps the leader highly involved in day-to-day activities.

c. There is a reward and reward system

In an autocratic leadership style, team members are expected to work according to procedures. However, this concept cannot be equated with the slavery method, where one has to work without expecting anything in return. There is still a system of "reward" and "reward" in this leadership style to motivate each team member to work as expected, to the maximum. Imbalan biasanya akan berupa uang, seperti upah atau keuntungan materiil lain yang serupa, daripada kesempatan untuk kenaikan jenjang karier atau partisipasi dalam kepemimpinan. Sementara itu, karakteristik khusus dari seorang pemimpin dengan gaya kepemimpinan otokratis dapat meliputi: piawai di bidangnya, ambisius, bertanggung jawab, konsisten, gamblang (kemampuan berkomunikasi dengan jelas dan efektif), percaya diri, memiliki empati, mampu beradaptasi, dan dapat diandalkan.

8. The Right Company for Autocratic Leadership

Autocratic leadership styles are still common in many organizations, especially when group members:

- a. Do not have access to many sources of information due to confidentiality. Therefore, they cannot provide adequate input or make decisions without complete information.
- b. Does not have time to study, consider, or debate the information because decisions must be made as quickly as possible.
- c. Do not have sufficient competence, knowledge, and experience to take part in decision making.
- d. Engage in a high-risk and potentially hazardous work environment.

9. Advantages and Disadvantages of the Autocratic Leadership Style

a. Advantages of Autocratic Leadership Style

One of the main advantages of the autocratic leadership style is the fast decision-making process. Apart from that, the advantages include:

- 1) efficient work processes
- 2) rapid crisis management
- 3) maintain order & discipli
- 4) increased productivity
- 5) clear communication

b. Disadvantages of an Autocratic Leadership Style

In general, people who work under autocratic leadership show increased productivity but are not happy with their jobs.

- 1) may lead to micromanaging efforts\
- 2) makes workers feel forced to work and lowers their morale

- 3) members who are not involved in decision making will feel less concerned and responsible for the work
- 4) foster a culture of “just do it, what matters is it's done”
- 5) potentially kill creative thinking and innovation opportunities
- 6) opportunities for authoritarian leadership

#### 10. Tips for Applying Autocratic Leadership

Based on Mindvalley's presentation, here are some great tips for implementing an autocratic leadership style:

##### a. Appreciate the role of each member

Autocratic leadership is a leadership style that is rigid in terms of rules and procedures. However, don't let this make the leader even more inflexible and not considerate of others. Leaders must be able to act fairly and appreciate the work and efforts of those under them to earn respect and loyalty. Ultimately, this can prevent a high turnover risk.

##### b. Communicate clearly

A good leader is able to communicate openly with his subordinates so as not to raise ambiguity or doubt. By explaining and communicating existing rules, you as a leader create a more supportive work environment. As described above, when the rules are clear, employees feel valued. Even when the lines of communication are open, employees can work as expected and don't lose enthusiasm easily.

##### c. Give room for opinion

Autocratic leaders need to ensure that they respect everyone who works under them to create a trusting relationship, even though they are the ones who always make the final decisions. Leaders do not have to listen to opinions and suggestions or implement changes requested by subordinates. However, providing opportunities for employees to voice their voices can motivate them to be more productive at work.

#### Transformational leadership

##### 1. A Guide to Transformational Leadership.

There are many different approaches to leadership. We see this in the effective leaders and managers around us. They can use one of many styles and theories depending on their team, the workplace, or their overall goals. Businesses are constantly changing, and it is important for leaders to be able to adapt to new situations and change their leadership style to meet the needs of their current organization. Leaders and businesses that cannot transform will most likely not survive. Good leaders use inspirational motivation and intellectual stimulation to help their employees thrive. They want to be good role models for their employees, and work to motivate them so the entire organization can thrive. Good leadership focuses on the idea that the entire organizational structure depends on employees who have high job satisfaction, and want the organization to succeed. This is where transformational leadership comes into play. This kind of leadership is essential for organizations focused on disruption and inspiration. Transformational leaders use intellectual stimulation and inspirational motivation to help increase employee empowerment and job satisfaction. Learn more about transformational leadership and how you can adopt this leadership style.

##### 2. Transformational Leadership

Transformational leadership is focused on motivating employees to create change, innovate, and shape the future of organizational structures. They know that being a charismatic leader is about connecting with employees and helping them feel motivated to drive success. Transformational leaders don't micromanage—instead they encourage a culture of employee independence and ownership. This transformational organizational environment allows employees to help transform the culture and organization into something innovative and constantly evolving. Transformational leaders are encouraged to showcase their own creativity and innovation, become role models for employees, and then inspire employees to follow their lead. James V. Downton coined the concept of

transformational leadership in 1973, and James Burns expanded on the idea of transformational leaders in 1978, talking about how transformational leadership can help leaders and followers push themselves to higher standards and better results. Bernard M. Bass also continued to develop this leadership concept in 1985, adding a measure of success in the process. This leadership style is still practiced throughout the business world today. Transformational leadership theory can be applied in any industry, but it is especially successful in innovative industries such as technology, where falling behind can damage the company.

### 3. Kepemimpinan Transaksional vs. Transformasional.

Sometimes transformational leadership and transactional leadership theories get mixed up and confused. Transactional leadership is more directly focused on a structured and directed environment. This leadership focuses on leading by telling people what to do, giving hope, and requiring rules or regulations. Transactional leadership often involves rewards and punishments to get employees to do as they are told. Routines, schedules, rules, and formal authority are key components of a transactional leader. This is very different from transformational leadership, where employees are given autonomy and the ability to be innovative and creative. While creative people may not thrive under transactional leaders, transformational leadership systems can be a great place for creative thinkers to find success. Transformational leadership theory is about changing routines and patterns to find something new and better, which is quite the opposite of transactional leadership.

### 4. Traits and Traits of Transformational Leadership.

There are many key characteristics of a good transformational leader, including:

- a. Using motivation to help foster positive morale and development of followers
- b. Demonstrate high moral standards, and encourage others to do the same
- c. Creating a work environment that has high values, priorities, and ethical and moral standards
- d. Create a corporate culture where employees have an attitude of working for the common good, instead of focusing on their own interests
- e. Emphasis on authenticity
- f. Encourage collaboration and collaboration
- g. Provide an open channel of communication for everyone
- h. Focus on coaching and mentoring where desired
- i. Encourage employees to take over tasks
- j. Enable employees to make decisions and help them find success

Basically, transformational leaders place a focus and emphasis on employees in making decisions, using innovation, and being creative to solve problems and advance the organization. Transformational managers are not afraid of change, and focus on helping everyone on the team create important and valuable changes that will lead to greater success.

### 5. Examples of Transformational Leadership.

It's easy to learn more about transformational leadership by watching transformational leaders in action. There are many examples of well-known charismatic leaders who utilize this leadership in their work. Some of the best examples of transformational leaders include:

Steve Jobs.

Steve Jobs is known as one of the most iconic transformational leaders in the world. People who worked for Jobs said that he constantly challenged everyone to think beyond what they had achieved, that he was always pushing and wanting more. He encouraged them to think of a product that people didn't even know they needed and use it at full speed. He uses leadership to help change his organizational structure, increase job satisfaction, and use products to change the world. Apple is known for innovation and that's in large part because of the way Jobs encouraged employees and used transformational leadership to enable everyone to use creativity.



Jeff Bezos.

Jeff Bezos is seen by many as a great transformational leader. His leadership style involves always encouraging employees and staff to think about new products and possibilities. Amazon has taken e-commerce and shipping to an unprecedented level because of its transformational and innovative style.

Barack Obama.

Barack Obama is best known for running the White House in a transformational style. He encourages everyone who works for him to be open about their ideas and thoughts for improvement. He is not afraid of change, and encourages it for everyone he works with. He makes sure that he is approachable for employees so they can come and communicate their thoughts and creative ideas to him. This helped him use innovation in government to make important changes to the country's future.

#### 6. Transformational Leadership Education.

To become a great manager who leverages transformational leadership, you may need a degree. A degree in business management or an MBA can be important in helping you gain the skills and experience you need to become an effective leader. In the degree program, you will learn the critical hard skills you need for leadership—things like finance, communications, marketing, and strategy. You will also learn more about leadership styles and techniques, and gain an understanding of how to help employees thrive under your management. Transformational management styles and leadership behaviors are something you can learn with your degree, along with day-to-day strategies and task-oriented concepts that can help you thrive. A degree is an important first step to gaining the credentials and skills you need to become a great leader. If you want to adopt a transformational leadership style and lead an organization to innovative success, start by enrolling in a degree program that can help you achieve it.

Advantages and disadvantages of transformational leadership.

There are many pros and cons when it comes to transformational leadership, and it's important to carefully evaluate them, your work environment, and your employees before deciding if this is the right leadership style for you.

Some of the advantages of transformational leadership include:

- a. Ability to communicate new ideas
- b. A strong balance between long-term goals and short-term vision
- c. Opportunity to create good collaboration
- d. Ability to build trust
- e. Opportunities to increase innovation and creativity
- f. Happy employees who feel seen and appreciated
- g. In addition, some of the cons of transformational leadership include:
- h. Not suitable for bureaucratic structures
- i. Potential for employees to drop the ball and not complete tasks
- j. Loss of focus on urgent needs
- k. Not suitable for employees who need guidance and supervision

For many leaders, transformational leadership is a great way to increase the company's potential and solve problems. If you find transformational leadership attractive and exciting, earn a bachelor's or master's degree in business so you can be prepared with the right credentials and skills for success.

#### **Kinds of Leadership Style**

##### 1. Types of Leadership Styles: Autocratic Leadership, Democratic Leadership and Laissez-Faire (Freedom) Leadership

From research conducted by Fiedler cited by Prasetyo (2006) found that leadership performance is highly dependent on the organization and leadership style (p. 27). What can be said is that leaders can be effective in certain situations and ineffective in others. Efforts to increase the effectiveness of an organization or group must start from learning,

not only how to train leaders effectively, but also to build an organizational environment in which a leader can work well.

Furthermore, according to Prasetyo (p.28), leadership style is the method used in the leadership process that is implemented in one's leadership behavior to influence others to act in accordance with what he wants. In addition, according to Flippo (1987), leadership style can also be defined as a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (p. 394).

According to the University of Iowa Studies cited by Robbins and Coulter (2002), Lewin concluded that there are three leadership styles; autocratic leadership style, democratic leadership style, Laissez-Faire (Freedom) leadership style (p. 406)

## 2. Autocratic Leadership Style

Menurut Rivai (2003), kepemimpinan autocratic is a leadership style that uses a power approach method in reaching decisions and developing its structure, so that power is the one who benefits the most in the organization (p. 61).

Robbins and Coulter (2002) state that autocratic leadership style describes leaders who tend to concentrate power on themselves, dictate how tasks should be accomplished, make decisions unilaterally, and minimize employee participation (p. 460).

Furthermore, Sukanto (1987) mentions the characteristics of autocratic leadership style (pp. 196-198):

- a. All policies are determined by the leader.
- b. The technique and steps of the activity are dictated by superiors at all times, so that future steps are always uncertain to a large extent.
- c. Leaders usually divide the work tasks and cooperation of each member.

Meanwhile, according to Handoko and Reksohadiprodo (1997), the characteristics of an autocratic leadership style (p. 304):

- a. Leaders pay less attention to the needs of subordinates.
- b. Communication is only one way, namely downwards.
- c. The leader tends to be personal in his praise and criticism of the work of each member.
- d. The leader distances himself from active group participation unless he demonstrates his expertise

## 3. Democratic/Participatory leadership style

Democratic leadership is characterized by the existence of a structure whose development uses a cooperative decision-making approach. Under democratic leadership, subordinates tend to have high morals, can work together, prioritize work quality and can direct themselves (Rivai, 2006, p. 61).

According to Robbins and Coulter (2002), democratic leadership style describes leaders who tend to involve employees in decision making, delegate power, encourage employee participation in determining how work methods and goals are to be achieved, and view feedback as an opportunity to train employees (p. .460). Jerris (1999) states that a leadership style that values employees' ability to distribute knowledge and creativity to improve service, develop business, and generate a lot of profit can be a motivator for employees at work (p.203).

## 4. Characteristics of the Democratic Leadership Style (Sukanto, 1987, pp. 196-198):

- a. All wisdom occurs in group discussions and decisions are made with the encouragement and assistance of the leader.
- b. Activities are discussed, general steps for group goals are drawn up, and if needed technical instructions the leader suggests two or more alternative procedures that can be selected.
- c. The members are free to work with whomever they choose and the division of tasks is determined by the group.

Further, the characteristics of a democratic leadership style (Handoko and Reksohadiprodo, 1997, p. 304):

- a. Pay more attention to subordinates to achieve organizational goals.
- b. Emphasize two things, namely subordinates and tasks.

- c. The leader is objective or fact-minded in his praise and criticism and tries to be a regular group member in spirit and spirit without doing much work.
5. Laissez-faire (Freedom) Leadership Style
- The free-control leadership style describes a leader who as a whole gives his employees or groups the freedom to make decisions and complete work in a way that employees think is most appropriate (Robbins and Coulter, 2002, p. 460).
- According to Sukanto (1987) the characteristics of a free-control leadership style (pp.196-198):
- a. Complete freedom for group or individual decisions with minimal participation from the leader.
  - b. Various materials are provided by the leader which makes people always ready if he will give information when asked.
  - c. There is absolutely no participation from the leader in determining the task.
  - d. Sometimes makes spontaneous comments on member activities or questions and does not intend to judge or organize an event
- The characteristics of the free-control leadership style (Handoko and Reksohadiprodjo, 1997, p. 304):
- a. Leaders allow subordinates to manage themselves.
  - b. Leaders only determine general policies and goals.
  - c. Subordinates can take relevant decisions to achieve goals in any way they deem fit.

## RESEARCH METHODS

The method used is through a review of journals about authoritarian leadership running the organization's wheels. Technically, the researcher reviews these journals through the framework of the researcher in reducing the weaknesses and strengths of autocratic leadership and through the intuition of the researcher by building a theory or concept of the leadership being discussed.

## RESULTS AND DISCUSSION

Although previous research has found a negative relationship of authoritarian leadership with workplace outcomes, authoritarian leadership styles are particularly prevalent in emerging markets. This study examines the effectiveness of authoritarian leadership in organizational change by considering two boundary conditions: low perceived job mobility among employees in must exchange situations and high cognitive trust in leaders in willing to swap situations. Based on a sample of 203 employees and those in 39 work teams in China, stratified modeling identifies the negative impact of authoritarian leadership on employees' active support for organizational change. However, this negative effect disappeared when perceived job mobility was low and cognitive trust in the leader was high. These findings offer insight into the prevalence of authoritarian leadership in emerging markets despite the negative impression of this leadership style (Harms et al., 2018).

The aim of this paper is to analyze two different types of leadership in organizations, authoritative and participatory. Based on secondary data analysis-literature review our intention was to explore the opinions of different authors as well as examples of leadership styles in different organizations to find out conclusions about how these two leadership styles will affect decision making and performance in organizations. Because leadership style is considered very important for every organization, we want to find the results and provide recommendations which type of leadership style is more appropriate to be applied in the organization. However, an organization sometimes uses two types of leadership, therefore we will explore which type is more adequate in different situations.

This study was conducted to determine the effect of authoritarian leadership style and work environment on employee job satisfaction at Swiss-Belinn Hotel Manyar Surabaya. This study uses quantitative methods by distributing questionnaires to all Room Division employees. This research data processing using SPSS 16.0 program. The results show that partially the authoritarian leadership style variable has a negative and insignificant

relationship, while the work environment variable has a positive and significant relationship to employee job satisfaction. However, together, these two variables have a significant effect on employee job satisfaction and the most dominant variable is the work environment.

This study aims to examine the effect of organizational culture and authoritarian leadership style on loyalty through job satisfaction and employee job stress. Respondents in this study were 82 employees of the "X" institution in Kediri. Data comes from questionnaires that are distributed randomly. Data analysis using Smart Partial Least Square 2.0 (SmartPLS 2.0). This study shows that organizational culture has neither positive nor negative effect on loyalty through job satisfaction of employees of institution X. Organizational culture also does not have a significant negative effect on loyalty through work stress of employees of institution X, while authoritarian leadership style has a significant positive effect on employee loyalty. Institution X. Authoritarian leadership style does not have a significant negative effect on loyalty through job satisfaction of employees of institution X, and authoritarian leadership style does not have a significant negative effect on loyalty through work stress of employees of institution X.

The purpose of this study was to analyze (1) the effect of authoritarian leadership style on work performance, (2) the effect of discipline on work performance, (3) the effect of the work environment on work performance, and (4) the effect of the three variables together on employee performance. PT. Septian Success Always Purworejo. The sample in this study were 47 people. By using a sampling technique, data analysis using multiple regression supported by the F test and T test as well as the classical assumption test consisting of normality, multicollinearity, and heteroscedasticity tests. The results of this study indicate that the multiple linear regression equation is  $Y = 34.673 + 0.095 X_1 + 0.073 X_2 + 0.172 X_3$ . With a significant rate of 5%. Shows that the authoritarian leadership style  $0.005 < 0.05$  has an effect on work performance. Discipline  $0.025 < 0.05$ , which means that discipline affects work performance. Work environment  $0.000 < 0.05$  which means the work environment affects work performance. Simultaneously these three variables affect the performance of employees of PT. Septian Success Always Purworejo.

This study examines how and when authoritarian leadership affects the task performance of subordinates. Using social exchange theory and power dependency theory, this study proposes that authoritarian leadership negatively affects task performance through leader-member exchange (LMX). This study further proposes that the influence of authoritarian leadership on LMX is stronger when a subordinate has less dependence on a leader. The two-wave survey was conducted on a large group of electronics and information companies in China. This hypothesis is supported by results based on 219 supervisor-subordinate dyads. The results showed that authoritarian leadership had a negative effect on the task performance of subordinates through LMX. Dependence on the leader buffers the negative effect of authoritarian leadership on LMX and reduces the indirect effect of authoritarian leadership on employee task performance through LMX. The theoretical contributions and practical implications are discussed.

Nurses are human resources health workers who deal directly with patients and have responsibility for patient care. One of the determinants of success in organization in hospitals is leadership that is able to move nurses to take nursing actions. The purpose of this systematic review is to review published empirical research on leadership styles related to nurse performance and types of leadership that can improve nurse performance in inpatient wards. The method is to conduct a systematic review through a review of journals about the leadership style and performance of nurses in the inpatient room. Data search strategy using Google Scholar, ProQuest and Sinta, feasibility of research studies by conducting empirical research that refers to the leadership style and performance of nurses in inpatient care. Quality studies by reading topics, designs and research instruments. The data extraction procedure was carried out from the results of searching articles with the keywords leadership style, nurse performance in the inpatient room. Literature of the last 10 years, appropriate topics, and complete articles. Based on the 12 articles analyzed, 5 studies with democratic leadership style were able to provide good nurse performance results. 1 study with an



authoritarian leadership style, 4 studies with a compilation leadership style, and 2 studies with a consulting leadership style gave adequate and good results of nurse performance. The tendency of authoritarian and democratic leadership styles is able to provide good and sufficient performance. So, there is no bad or bad leadership style. The right leadership style is needed to avoid waste, confusion, and mistakes.

Drawing from transactional stress theory, we examine the relationship between authoritarian leadership, fear, defensive silence, and ultimately employee creativity. We also explore the moderating effect of employee psychological capital on this mediated relationship. We tested our hypothetical model in two studies of supervisor-employee pairs working in Africa (Nigeria; Study 1) and Asia (China; Study 2). The results of Study 1 reveal that the negative relationship between authoritarian leadership and creativity is mediated by employees' defensive silence. Extending these findings in the three-wave study in Study 2, our results reveal a more complex relationship. Specifically, our results suggest that fear and defensive silence sequentially mediate the relationship between authoritarian leadership and employee creativity. In addition, we find that this mediated relationship is moderated by employee psychological capital so that the relationship is stronger when psychological capital is low (versus high). Implications for theory and practice are discussed

Based on goal setting theory, this study explores the positive and negative effects of authoritarian leadership processes on employee performance, as well as the moderating role of individual power distance in this process. Data from 211 supervisor-subordinate dyads in Chinese organizations indicate that authoritarian leadership is positively related to employee performance, and learning goal orientation mediates this relationship. Furthermore, power distance moderates the influence of authoritarian leadership on learning goal orientation, so that the effect is stronger when individual power distance is higher. The indirect effect of authoritarian leadership on employee performance through learning goal orientation is also moderated by power distance. The theoretical and managerial implications and future directions are also discussed.

This study aims to determine the relationship between authoritarian leadership style subjective well-being of employees. This study involved 200 employees consisting of 100 employees and 100 female employees who had worked for one year with authoritarian leaders. The method in this study uses a quantitative approach with data analysis using the Spearman Rho correlation test. In this study, there are three measuring tools used, namely the authoritarian leadership style scale, satisfaction with life scale (SWLS), and positive and negative influence on schedule (PANAS). The results showed that the authoritarian leadership style did not have a significant relationship to the two aspects contained in subjective well-being. Then in this study, additional data analysis was carried out using the sex difference test on the subjective welfare variable. In the analysis, the results show that the subjective well-being of male and female employees is not significantly different.

John F. Kennedy And His Leadership Style Born on May 29, 1917, in Brookline, Massachusetts, John F. Kennedy (known as Jack) was the second of nine children. His parents, Joseph and Rose Kennedy, were members of two of Boston's most prominent Irish Catholic political families. Despite having persistent health problems throughout his childhood and teenage years (he would later be diagnosed with a rare endocrine disorder called Addison's disease), Jack led a privileged youth, attending private schools such as Canterbury and Choate and spending summers at Hyannis Port on Cape Cod. Joe Kennedy, a highly successful businessman and early supporter of Franklin D. Roosevelt was appointed chairman of the Securities and Exchange Commission in 1934 and in 1937 was named US ambassador to Great Britain. As a student at Harvard University, Jack traveled to Europe as his father's secretary. His senior thesis on Britain's impropriety for war was later published as the acclaimed book, "Why England Slept" (1940). Elected in 1960 as the 35th president of the United States, 43-year-old John F. Kennedy became the youngest person and the first Roman Catholic to hold the position. He was born into one of America's wealthiest families and financed his elite education and reputation as a military hero to a successful congress in 1946 and to the Senate in 1952. As president, John F. Kennedy was known for his ability to



tackle issues that were beyond his reach. others. It is common for a layman to wonder how skilled a person is in order to cope with problems that are observed to be far more complex and larger than what mortal humans can handle. John F. Kennedy proved this with his dedication and determination to his job as president. All of these proved successful not only with their efforts but also with the help of people because they got a place where they could be the best. The success of a leader depends not only on his abilities but also on the relationships he must build. Kennedy was always opposed to creating a layer around him that would promote open communication between individuals that would end up in rivals. To avoid the dictatorial nature of a leader, much attention to detail was required so that each task is covered by the right person with the right coordination and guidance (Barnes, 2007). His personality is ingrained with a combination of affection and a tough mind. He truly enjoyed the diverse personalities and diverse talents that surrounded him throughout his presidency. He always respects someone for what they are. She has a certain in her acceptance of men to work with her. To make things better, he gets perfect attention to the people who will be of use and how their talents can be of use.

Types of Leaders: Of all the leadership styles, Kennedy's leadership style proved to be the most effective and influential, He followed an authoritative and charismatic leadership style. Leaders who should be recognized as experts in everything they encounter. They are able to give you a clear vision and a perfect path through which things can be achieved and become successful. In Kennedy's leadership, this quality can be seen very clearly because he has the ability to mobilize people towards a vision and make the most of what is best for them (Peter G. Northhouse, 2009). Kennedy also played a role in situational leadership where he had to loosen his management approach to every situation. He was considered successful with an authoritative leadership style when he was a "resident specialist". (Lewis J. Papers, 1975). In his day, some of those who supported him found change a little interesting and disturbing to the individual workplace and some found it a little difficult to relate to John F. Kennedy's ideas about the future to come. With his authoritative leadership style, he can involve the next generation of this nation by communicating his philosophy of hope and change through traditional resources. In his own words, he 'brave' for Americans can and must change the nation for the better.

## CONCLUSIONS

Berisi simpulan dan saran. Simpulan memuat jawaban atas pertanyaan penelitian. Saran-saran mengacu pada hasil penelitian dan berupa tindakan praktis, sebutkan untuk siapa dan untuk apa saran ditujukan. Ditulis dalam bentuk essay, bukan dalam bentuk numerikal. Maksimal 100 kata

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