

**THE INFLUENCE OF AUTHORITARIAN LEADERSHIP STYLE AND WORK  
ENVIRONMENT ON THE ORGANIZATIONAL COMMITMENT OF MAKASSAR  
CLASS 1 PRIVATE EMPLOYEES**

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**Abstract**

*This research aims to determine the influence of authoritarian leadership style and the work environment on the organizational commitment of employees at the Makassar Class 1 Detention Center. This research uses a quantitative type of research using a descriptive approach method. The population in this study was 175 employees and the sample used was 120 respondents. Data collection was carried out using questionnaires, observation, interviews and documentation methods. The data analysis technique used is multiple linear regression analysis using statistical product and service (SPSS) 25. The results of the research show that the authoritarian leadership style has an insignificant influence on the organizational commitment of employees at the Makassar Class 1 Detention Center with a value of  $0.450 > 0.050$  and a calculated t value of  $-0.758 < t$  table of 2.358. The work environment has a significant influence on the organizational commitment of employees at the Makassar Class 1 Detention Center with a value of  $0.000 < 0.050$  and a calculated t value of  $6.129 > t$  table of 2.358. The authoritarian leadership style and work environment both have a significant influence on the organizational commitment of employees at the Makassar Class 1 Detention Center with a calculated F value of  $26.983 > F$  table of 3.16 or a sig of  $0.000 < 0.050$ .*

**Keywords:** Authoritarian Leadership Style, Work Environment and Organizational Commitment.

## INTRODUCTION

An organization can develop if it is able to manage its resources, including human resources. In human resource management, leadership is needed that can direct and mobilize human resources, motivating people to comply with the rules that constitute a high-level Work Environment in the institution. In its development, the institution needs confidence, satisfaction, and motivation from people who are highly committed to the institution.

Rutan Kelas 1 Makassar is the place where suspects or defendants are detained during the investigation, prosecution, and trial processes. The detention center is also a technical implementation unit under the Ministry of Law and Human Rights, located at Rutan Street No. 8, Gunung Sari, Rappocini District, Makassar City, South Sulawesi 90221.

One of the most important human resource management tools in an organization is the realization of employee organizational commitment to carry out their duties and responsibilities. Organizational Commitment is the loyalty, dedication, and trust given or intended to someone or an institution with feelings of love and responsibility to provide the best service and behavior (Husni, 2018). Employees with high commitment always do this with great enthusiasm and responsibility and always carefully promote the organization as much as possible, whereas employees with low commitment tend to be less responsible, do not perform their tasks well, and are not loyal to the organization (Gomes and Sutanto, 2017).

According to Meyer and Allen (1993), organizational commitment is something that indicates the relationship between individuals and their organization, so employees who have organizational commitment will accept the values and goals of the organization set in the change plan. Organizational commitment is necessary so that employees can work not only for themselves but also for the institution. The attitude of commitment that arises from a high awareness that there are two parties that mutually need each other between employees and the institution. Next, they argue that organizational commitment is a relationship between employee identity and the organization, an employee involvement with the organization. Meyer and Allen (1990) stated that the three components, namely affective, continuance, and normative, are known as the Three-Component Model (TCM), encompassing three main dimensions that explain how employees relate to the organization.

Commitment to the organization means more than just formal membership, as it includes a positive attitude towards the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve its goals. In the context of correctional institutions, such as Class I Detention Center in Makassar, employee organizational commitment plays a very important role in the successful execution of the institution's duties and functions. Employees with high commitment will be more motivated to provide the best service to inmates, maintain the security and order of the institution, and support the achievement of organizational goals. The following are the results of the interview with the Class I Makassar Prison staff.

The phenomenon occurring in employee organizational commitment based on an interview with Mr. Azis, a staff member in the human resources department, he stated that:

"The commitment of the employees here is quite good, but there are some employees who do not adhere to the rules, such as being late or not coming to the office, which affects their work performance."

According to the above source, the organizational commitment of the employees at Class 1 Makassar Prison is quite good, but some employees are still unaware of the responsibilities given to them, resulting in non-compliance with the applicable rules and affecting the organizational commitment of the employees.

A work environment that focuses on its employees can produce good performance. Conversely, a work environment that is not supportive will yield poor performance results. Currently, the environment must be designed or managed according to the existing culture within the institution to create a comfortable working relationship for employees with their surroundings in order to improve employee performance.

According to Ali (2020) regarding the Influence of Authoritarian Leadership Style and Organizational Culture on Employee Performance and Organizational Commitment as Intervening Variables in the Staff Section of PT. Lion Mentari Airlines, he states that the Authoritarian Leadership Style and Organizational Culture have a positive and significant effect on Employee Performance. Furthermore, the authoritarian leadership style, organizational culture, and organizational commitment have a positive and significant effect on employee performance. For this research, the organizational commitment variable has a greater influence between authoritarian leadership style and organizational culture on employee performance through organizational commitment. Based on the results of this study, the company should enhance employee commitment to the company and ensure that employees are always active in the workplace to improve further.

## RESEARCH METHOD

The type of research that will be used is quantitative research because in this study, it is presented with numbers derived from the data that has been examined. Furthermore, this type of research falls under the category of case studies because the data obtained comes directly from an institution. This is supported by Arikunto's (2006) opinion that quantitative research is a research approach that heavily relies on numbers, starting from data collection, interpretation of the data, and presentation of the results.

The population is the area that researchers want to use for their studies. According to Sugiyono (2010), a population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then concluded. With that explanation, the researcher determined the population for this study to be the employees of Rutan Kelas 1 Makassar, totaling 175 people.

A sample is a portion of the population that is used as the subject of research. The sampling formula used is the Hair formula. According to Hair (Fatma et al., 2021), the sample size ranges from 100-200 respondents and can be adjusted based on the number of indicators used in the questionnaire, assuming 5-10 times the number of existing indicators. In this study, the number of indicators used is 12 indicators.

Therefore, this research uses the hair formula:

$12 \times 10 = 120$  employee samples at Class 1 Makassar Prison.

## RESULT AND DISCUSSION

At the Class 1 Makassar Detention Center, there are 175 employees with the following characteristics: in terms of gender, the employees consist of 88 males or 73.33% and 32 females or 26.67%. In terms of education, the highest education level is Bachelor's degree (S1) with 55 employees or 45.33%, followed by Master's degree (S2) with 28 employees or 23.33%, and the lowest education level is Doctorate degree (S3) with 7 employees or 5.84%. Whereas in terms of age, the employees have ages in the range of < 20 years, which amounts to 10 employees or 8.34%, ages in the range of 21-30 years, which amounts to 73 employees or 60.83%, ages in the range of 31-40 years, which amounts to 32 employees or 26.66%, and ages in the range of > 40 years, which amounts to 5 employees or 4.16%.

### **1. The influence of authoritarian leadership style on the organizational commitment of Class 1 Makassar prison employees.**

Based on the results of testing the authoritarian leadership style variable (X1) against the organizational commitment (Y) of the Class 1 Makassar Prison employees, a significant value of  $0.450 > 0.050$  and a t-count value of  $-0.758 < t\text{-table value of } 2.358$  were obtained, thus H1 is rejected. Thus, the data shows that the authoritarian leadership style has a negative impact on the organizational commitment of the Class 1 Makassar prison staff because the t-count is greater than the t-table and is not significant. The research proves that authoritarian leadership style refers to a leadership approach that tends to control and direct decisions unilaterally without much involvement from team members or employees. In the context of Class 1 Makassar Prison, the authoritarian leadership style can be seen as a management approach that may impact the work climate and the relationship between leaders and their subordinates. The use of an overly dominant authoritarian leadership style has the potential to create tension and reduce mutual trust between employees and superiors, which in turn can diminish employees' organizational commitment.

This is in accordance with previous research by Ghiffari (2024) which shows that the variable of authoritarian leadership style has a negative and insignificant effect on the organizational commitment of employees at the Transportation Agency (DISHUB) of Kediri City. This is because the authoritarian leadership style at the Transportation Agency (DISHUB) of Kediri City is already good, which impacts organizational commitment, but there needs to be an increase in responsibility so that employees have high loyalty to the agency. This implies that the results indicate the organizational commitment characteristics of the employees of the Transportation Agency (DISHUB) of Kediri City are already good, so it needs to be maintained or improved to achieve the agency's vision and mission. This is also in line with previous research conducted by Fauziah (2024), which showed that the test results of the authoritarian leadership style variable on organizational commitment yielded a coefficient value of 0.121 with a t-value of  $2.231 > t\text{-table value of } 0.14$  and a sig value of  $0.238 > 0.05$ . This means that the

authoritarian leadership style has a negative but insignificant effect on employee organizational commitment at Toko Baru Bumiayu, thus proving H1 to be rejected.

From the results of the above research and previous studies, it can be concluded that the authoritarian leadership style is a series that influences employee performance in achieving the agency's goals. It is advisable for leaders to provide a sense of comfort to employees in carrying out tasks and implementing the results of meetings that have been deliberated upon, so that employees feel needed in solving problems.

## **2. The Influence of Work Environment on the Organizational Commitment of Class 1 Makassar Prison Employees.**

Based on the results of testing the Work Environment variable ( $X_2$ ) on the Organizational Commitment ( $Y$ ) of Class 1 Makassar Prison Employees, a significant value of  $0.000 < 0.050$  and a t-count value of  $6.129 > t$ -table value of  $2.358$  were obtained, thus  $H_0$  is rejected and  $H_2$  is accepted. This data shows that the Work Environment has a positive influence on the Organizational Commitment of Class 1 Makassar Prison Employees because the t-count is greater than the t-table. This study proves that the Work Environment has a significant influence on Organizational Commitment. If the Work Environment is improved, then the Commitment to the organization will also increase. Meanwhile, the influence of the work environment on organizational commitment can be seen in terms of the availability of adequate facilities, harmonious relationships among employees, and the social support available in the work environment. Employees who feel that their work environment is safe, comfortable, and supportive will be more committed to the institution because they feel valued and have opportunities to grow. Therefore, understanding the factors that influence the work environment becomes very important in efforts to enhance the organizational commitment of the employees at Rutan Kelas 1 Makassar. This discussion will explore how a good environment can encourage employees to demonstrate more positive and responsible behavior in their work.

This is in accordance with previous research by Sanjaya and Febrian (2021) which shows that the work environment variable has a positive and significant effect on organizational commitment at the Cardig International Group employee cooperative. This is because the work environment at Cardig International Group is already good, which impacts the increase in organizational commitment. This implies that it shows the organizational commitment characteristics of the employees of the Cardig International Group cooperative are good and therefore need to be maintained. This is also in line with previous research conducted by Nurhalizah and Juvrizen (2024), which showed that the test results of the work environment variable on organizational commitment yielded a coefficient value of  $0.150$  with a p-value of  $0.880$ . Because the p-value is smaller than ( $0.037 < 0.05$ ),  $H_0$  is rejected, indicating a significant influence of the work environment on the organization. This means that the work environment has a significant impact on organizational commitment at the Medan mayor's office, proving its validity or  $H_1$  is accepted.

From the results of the above research and previous studies, it can be concluded that the work environment, as a series of factors influencing the performance of human resource management functions/activities, consisting of both internal and external factors of the organization, will affect employee attitudes, reflecting the extent to which an individual recognizes and is bound to their organization. An individual with high commitment is likely to see themselves as a true member of the organization.

### **3. The Influence of Authoritarian Leadership Style and Work Environment on the Organizational Commitment of Class 1 Makassar Prison Employees.**

Based on the results of testing the authoritarian leadership style variable ( $X_1$ ) and the work environment ( $X_2$ ) on the organizational commitment ( $Y$ ) of the Class 1 Makassar Prison employees, a significant value was obtained where the calculated  $F$  value of  $26.983 > \text{table } F 3.16$  or  $\text{sig } 0.000 < 0.050$ , which means  $H_0$  is rejected and  $H_a$  is accepted. This shows that together, authoritarian leadership style and work environment significantly influence the organizational commitment of Class 1 Makassar Prison employees. This study proves that both authoritarian leadership style and work environment have a positive influence on organizational commitment. The influence of authoritarian leadership style on organizational commitment explains how authoritarian leadership can affect employee behavior. A leadership style that is highly centered on the superior often leads to feelings of dissatisfaction and distrust. This can affect employees' effective commitment, where employees feel forced or do not have a strong emotional bond with the organization. Ultimately, this can reduce the level of productivity and performance of employees in carrying out their daily tasks. In addition, the work environment plays an equally important role in shaping organizational commitment. A good work environment, which encompasses physical, psychological, and social aspects, can encourage employees to feel more valued and more loyal to the institution where they work. Conversely, a poor work environment, characterized by internal conflicts, unclear tasks, or lack of emotional support from colleagues, can lower work morale and reduce employees' organizational commitment to the institution's goals. In this case, the Class 1 Makassar Prison must be able to create a conducive environment to support its employees in carrying out their duties with a full sense of responsibility.

This is in line with previous research conducted by Ali (2020), which shows that a good authoritarian leadership style is when leaders are able to provide high trust to their subordinates to complete their tasks and responsibilities, and a comfortable, safe, and conducive work environment will create an increase in employee morale and productivity, thereby strengthening employee organizational commitment to the organization in achieving the agency's goals. This is also consistent with the research conducted by Safira et al. (2022) that the variables of authoritarian leadership style and work environment simultaneously have a significant impact on organizational commitment. The variable of authoritarian leadership style and work environment simultaneously have a high influence on organizational commitment, as evidenced by

the coefficient of determination value  $R^2 = 0.468$ .

From the results of this study and previous research, it can be concluded that authoritarian leadership style and work environment. When leaders are able to provide high trust to their subordinates to complete tasks and responsibilities, and create a comfortable, safe, and conducive work environment, it will enhance employee morale and productivity, thereby strengthening employee organizational commitment to achieving the agency's goals.

## CONCLUSION

Based on the research results and discussion in chapter IV, the following conclusions can be drawn:

1. The authoritarian leadership style has an insignificant influence on employee organizational commitment at the Class 1 Makassar Prison with a value of  $0.450 > 0.050$  and a calculated t-value of  $-0.758 < t\text{-table value of } 2.358$ .
2. The work environment has a significant influence on employee organizational commitment at Class 1 Prison Makassar with a value of  $0.00 < 0.050$  and a calculated t-value of  $6.129 > \text{table t-value of } 2.358$ .
3. Leadership style and work environment both have a significant influence on employee organizational commitment at Class 1 Makassar Prison, with a calculated F value of  $26.983 > \text{table F value of } 3.16$  or a significance level of  $0.000 < 0.50$ .

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