

ANALYSIS OF LEADERSHIP STYLE IN THE GAS DIVISION AT PT TIRA AUSTENITE TBK

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Abstract

Sherly Dyahayu Purwaningrum, 1703520044, Leadership Style Analysis in the Gas Division at PT Tira Austenite Tbk, Office Administration Study Program, Faculty of Economics, September 2023. This research was carried out at PT Tira Austenite Tbk, which is located at Jl. Pulo Ayang Kav. R-1, Pulo Gadung Industrial Area, East Jakarta City, 13930. Observations start from July 2023 to December 2023 and interviews were conducted on April 19 2024. The aim of this research is to find out what leadership style is and the impact and factors that influence this style. that leadership. The method the author uses is a qualitative research method with the type of research used is a case study. The informants for this research are employees who are directly related to the leadership, namely Procurement, A/R Management and Logistics & Distribution Staff. Based on the research results, it shows that the leadership style in the gas division at PT Tira Austenite uses a democratic style wrapped in authoritarianism, and this affects work effectiveness and motivation.

Keywords: Leadership; Leadership Style; Work Effectiveness; Democratic; Authoritarian

1. Introduction

Over time, leadership has become very important in running organizations in the public, private and non-profit sectors. In the era of globalization, leaders face new challenges and require adaptive and innovative strategies. Leadership is important for communication in the implementation of organizational activities and interaction between leaders and employees to achieve organizational goals. Leadership style influences organizational dynamics, performance, motivation and job satisfaction. Leaders must adapt their leadership style according to environmental changes, because each style has characteristics that influence organizational culture and individual performance. Leadership qualities are seen when a group member is able to motivate others so that the group can achieve its goals effectively and efficiently. Much literature discusses how leaders motivate their subordinates (Fikri, 2022).

Leaders play an important role as guides in achieving organizational goals. Hasim (2019) emphasized that organizational success or failure is often related to leadership style. Selecting the right leadership style is necessary to achieve effective organizational goals. Every company often faces employee performance problems and always tries to ensure maximum and effective results. In facing an uncertain future, it is important for leaders to identify potential problems and establish appropriate policies. Leadership positions involve the responsibility of directing and managing the business and staff to achieve company goals (Jayani & Ruffaida, 2020).

Sometimes, employees have to push their limits, which can lead to job burnout and tension in the work environment. A real leadership role is needed to provide a positive example and improve employee performance. Improving employee performance requires a long process, training, coaching and supervision from leaders. Leadership style influences the behavior of subordinates, and many companies have not realized the importance of leadership style to compete in a tight business environment. Some leadership styles include authoritarian, democratic, and transformational, each with a different approach to decision making and inspiring members (Widyatmini and Hakim, 2008).

This research was conducted at PT Tira Austenite Tbk, where the author carried out Field Work Practices (PKL). This company has employees with diverse backgrounds, so it requires leaders who understand their needs to achieve good performance. Observations show that there is overlapping workload, a rushed work culture, and authoritarian communication between leaders and subordinates. This condition causes work stress and potential errors, reducing work effectiveness and efficiency. Good leadership can create high motivation and improve employee performance, while bad leadership can reduce employee performance.

The data from pre-research conducted by researchers regarding the analysis of leadership styles at PT Tira Austenite Tbk which took 25 people as respondents, is expressed in diagram form in Figure 1 below.

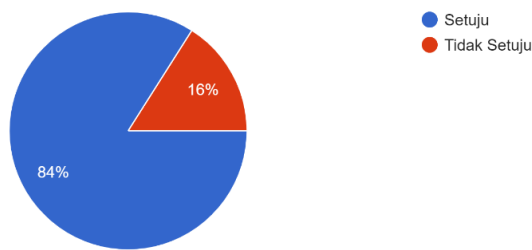


Figure 1 Pre-Research: Does leadership style in the company have a positive effect on work?

Based on the diagram, it is stated that 84% of respondents stated that the leadership style in the company had a positive influence on their work, but the remaining 16% still felt that the leadership style in this company had not had a completely positive effect on their work. . This statement is also supported by several reasons which I have summarized into a statement chosen by the respondent, which was processed by the researcher in diagram below.

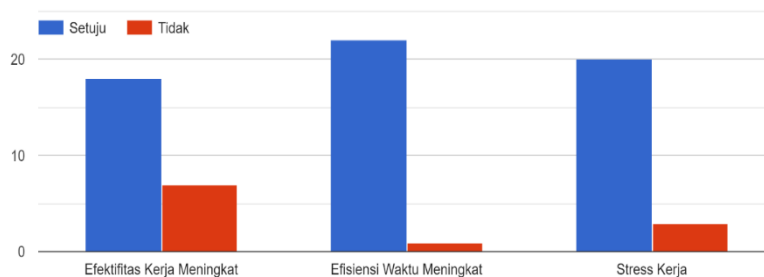


Figure 2 Pre-Research: The influence of leadership style in companies

Based on the data that the author has processed above, it can be seen that the majority say that the positive influence obtained from the leadership style in this company has an effect on work effectiveness. Apart from that, it can be said that the leadership style in a company influences time effectiveness. However, there are also some who feel the opposite, coupled with other influences, namely work stress.

Regarding other questions, there are also other surveys in the pre-research conducted by this researcher which can also be seen in the diagram in Figure 3 below.

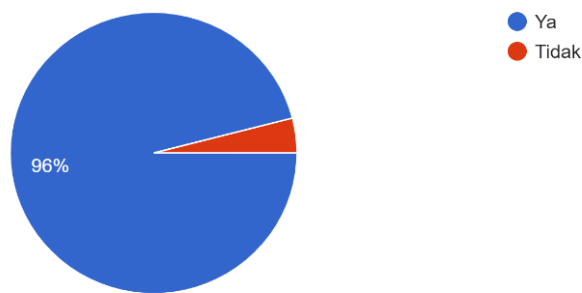


Figure 3 Pre-Research: Do problems often occur with the existing leadership style?

Based on this diagram, it can be stated that 96% of respondents stated that obstacles often occur when carrying out work, and the remaining 4% still feel that the implementation of this leadership style in this company is quite effective and does not cause many obstacles. This statement is supported by the respondents' choice of reasons which were processed by the researcher in the diagram below.

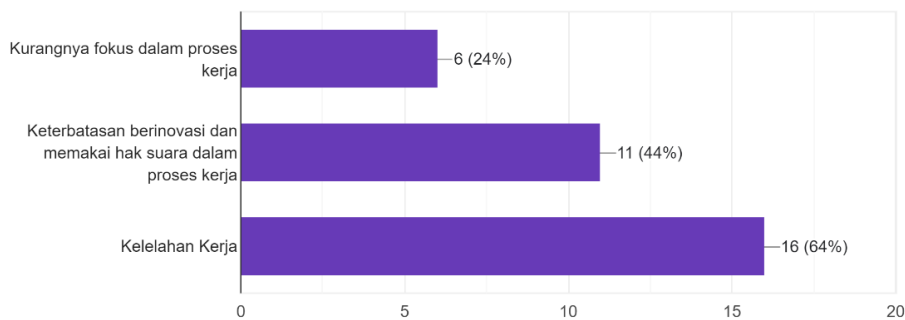


Figure 4Pre-Research: Obstacles in implementing current leadership styles

Based on the results of the data processing above, respondents revealed that there are still several obstacles including lack of focus in the work process, limitations in innovation and exercising voting rights in the work process, and work fatigue.

Based on the discussion of these problems, the author wants to research further regarding the leadership style that exists at PT Tira Austenite Tbk. Thus the author took the title of the final assignment, namely "Leadership Style Analysis in the Gas Division at PT Tira Austenite Tbk"

Based on the background above, there is a formulation of the writing problem which is as follows:

1. What is the leadership style applied at PT Tira Austenite Tbk?
2. What are the factors that influence the leadership style at PT Tira Austenite Tbk?
3. What is the impact of implementing a leadership style at PT Tira Austenite Tbk?

2. Literature Review

2.1 Leadership

Leadership comes from the word "pimpin" which means guide or lead. A leader is a person who guides and influences the behavior of others in the workplace. According to Stone, the more power a leader has, the more effective his leadership is. There are formal and informal types of leadership. Hasim (2019) states that leadership is a natural ability or the result of learning to influence other people in a group. Sasongko (2021) defines leadership as the ability to influence a group to achieve goals. Umiarso (2012) added that leaders must have strengths such as threats, rewards and authority. Gary (2002) defines leadership as the practice of depending on others to carry out tasks effectively. Sondang P. Siagian (2019) mentions five main leadership roles: direction setter, organizational representative, communicator, mediator, and integrator.

2.2 Leadership style

According to Heidjrachman and Husnan (quoted in Basna, 2016), leadership style reflects a leader's outlook on life, skills and attitudes in combining organizational goals with individual needs to achieve specific targets. Zaharuddin (2021) defines leadership style as the way leaders choose and carry out behavior and methods to influence organizational members.

Leadership style is a typical behavior pattern of a leader in influencing his subordinates. This includes attitudes, body movements, and the ability to do good. Leaders need to choose a leadership style that maximizes performance and is easy to adapt to organizational situations.

Organizational success is greatly influenced by leadership effectiveness and interactions between management and subordinates. According to Siagian (2019), organizational success depends on the leader's ability to persuade, influence and protect its members, which is an indicator of leadership effectiveness.

2.3 Factors that Influence Leadership Style

According to Setiana (2022), several factors that influence leadership style are:

1. The leader's personality, past experiences, and expectations: Life experiences and background influence the choice of leadership style.
2. Subordinate characteristics, expectations, and behavior: Subordinate characteristics and leader expectations influence leadership effectiveness.
3. Task requirements: The type of task and how it is completed influences leadership style decisions.
4. Organizational climate and policies: Organizational situations and policies influence employee motivation and choice of leadership style.

5. Expectations and behavior of colleagues: Expectations and behavior of colleagues influence leadership style decisions.

According to Eryanto (2015), internal factors that influence leadership style include perceptions about leadership, perceptions about people, values, ways of gaining power, and experience in leading. External factors include the condition of the group being led and the situation or task that must be carried out.

Researchers concluded that leadership style is influenced by internal factors (personality, experience, expectations, values, and ways of obtaining power) and external factors (group circumstances and task situations). All of these factors interact and influence a leader's choice of leadership style.

2.4 Indicators and Types of Leadership Style

A. Leadership Indicators

Being a good leader requires the ability to work together, receive input, and direct members to move forward together. Leadership style is related to the character and personality of the leader, and can be learned and adapted to the situation. Leadership indicators according to Henry Eryanto (2015) include:

1. Perceptions of the leader's role: Involves views about decision making and involvement of subordinates.
2. Values adhered to: Views about good, bad, right and wrong.
3. Attitude: The tendency to act, both positive and negative, as seen from evaluative statements.
4. Behavior: Response to stimuli, reflected in actions and interactions with others.
5. Leadership style: Behavior patterns that leaders often show in carrying out their leadership.

B. Types of Leadership Styles

Some of the prominent types of leadership styles are:

1. Authoritarian/Autocratic:

- The leader has full control over decisions.
- Using power to achieve goals.
- Limit interaction and communication with subordinates.
- Focus on results, often ignoring the welfare of subordinates.
- Quick in decision making but can increase employee dissatisfaction and turnover.

2. Democratic:

- Provide opportunities for team members to voice opinions.
- Leaders involve employees in decision making.
- Respect the honor and dignity of subordinates.
- Align the organization with appropriate roles.
- Increases participation and motivation of team members, but can cause difficulties in decision making due to the large number of ideas.

3. Delegative:

- The leader delegates authority to team members.
- Hand over decision responsibility to subordinates.
- Leaders rarely give direct direction.
- Increases team members' motivation and confidence, but can cause problems if there are no clear responsibilities.

4. Transformational:

- The leader focuses on creating change in the group.
- Inspire subordinates to exceed expectations.
- Energetic, intelligent, and consistent in providing encouragement.
- Encourage solidarity and organizational interests above personal interests.

5. Transactional:

- Leaders provide incentives for goal achievement.
- Implement a reward and punishment system.
- Focus on short-term goals.
- Supervise the implementation of tasks and provide rewards or sanctions based on performance.

These types of leadership show that various approaches can be used according to the situation and needs of the organization.

2.5 Impact of Leadership Style

According to several experts, leadership in organizations includes an individual's ability to influence, direct and guide others. Leadership also reflects the leader's behavioral pattern in directing workers. A leader's ability to adapt to situations is critical to achieving optimal performance. When employee performance declines, leaders need to change employee attitudes and behavior to be more enthusiastic and results-oriented. The success of a company depends on effective leadership, where leaders motivate employees to achieve common goals (Batubara, 2020).

Hasibuan (2022) emphasizes that leaders must improve employee performance to motivate them. The role of leaders in an organization is very important to achieve its vision, mission and goals. The impact of leadership style on employee performance is as follows (Suwarno & Bramantyo, 2019):

1. Authoritarian Leadership:

- Inhibits employee development.
- Employees feel worthless and work under pressure.
- Employee performance becomes inconsistent.

2. Democratic Leadership:

- Improve performance by prioritizing moral, ethical, freedom and innovation principles.
- Encourage constructive criticism and respect creativity.

3. Delegative Leadership:

- Encourage initiative and freedom in decision making.
- Unlock employee potential to improve performance if it meets their expectations.

4. Transformational Leadership:

- Encourage professionalism and high performance through a clear vision, mission and goals.
- Make employees feel appreciated.

5. Transactional Leadership:

- Improving performance through a reward and sanction system.
- Motivate employees to work according to the employment contract.

3. Material and Method

This research was conducted at PT Tira Austenite Tbk, a company engaged in trading and manufacturing technical products as well as distributing industrial gases. Located in the Pulo Gadung Industrial Area, East Jakarta, this company distributes steel, welding machines and various types of gas. Subsidiaries, such as PT Alpha Austenite, are also involved in the production of bronze castings and welding electrodes. This research focuses on leadership style and its influence on human resource management in this company.

Research observations began with Field Work Practices (PKL) from July 2023 to December 2023, with interview data collected in April 2024. Analysis and preparation of proposals and theses will continue afterwards.

3.1 Design Study

In carrying out research, planning and design are very important to ensure the research runs efficiently, regularly and smoothly. Research design is all the stages required in planning and carrying out research. The research design applied in this research is a qualitative descriptive research method. The descriptive method is a technique used to analyze data by describing or explaining the data that has been collected as it is, without intending to make generally applicable conclusions or generalizations (Sugiyono, 2018). This is because researchers want to identify facts and help in exploring the meaning, interpretation and in-depth understanding of leadership styles that are less understood. This research method starts from determining the topic, collecting data or information, and ends with data analysis.

This research uses a case study type of research. According to Creswell, as explained in Sugiyono (2016), case studies are a type of qualitative research in which researchers conduct in-depth investigations into programs, events, processes or activities involving individuals that take place over a certain period of time. Case studies aim to carefully investigate the background, situation and position of an ongoing event, as well as interactions with a particular social environment without any intention of generalizing.

3.2 Data Analysis

A. Source Data

This research obtains data from informants who have in-depth knowledge of the problems studied. Informants were selected based on their understanding of leadership styles in the company. Qualitative methods were used with only a few respondents interviewed,

ensuring proper interpretation of meaning. Informants were taken from the heads of operations, procurement, logistics, operations, and sales and marketing departments, because they interacted directly with the leadership.

B. Research Sample

This research uses a non-probability technique, namely purposive sampling, where the sample is selected based on special criteria. The sample consists of employees who interact directly with management and have worked for at least one year.

C. Data collection technique

1. Observation: Used to collect additional data that is not revealed through interviews. Observations were carried out directly to understand and validate leadership behavior in the company.
2. Interview: Conducted in a structured manner with previously prepared question guides. Interviews aim to obtain information directly from individuals involved in the research, with the results recorded and transcribed for further analysis.
3. Literature Study

In this research, researchers will use data collection techniques by conducting library studies, including the use of sources such as books, e-books, the internet, online articles, and other written materials, both in print and online media, which are relevant to the main problem. which is being researched.

D. Verify Data Validity

Verifying the validity of data involves the application of certain methods based on several specific criteria in qualitative research, namely credibility, transferability, and dependability.

1. Credibility Test
Moleong (2016) explains that the credibility test aims to ensure trust in research findings. This process includes extended observations to ensure the suitability of the data with facts in the field, as well as member checks to verify the data with its source.
2. Transferability Test
Sugiyono (2015) explains that the transferability test assesses the extent to which research results can be applied to a population similar to the sample used. This research shows high transferability by observing the leadership style in the company and responding to ignorance in the Gas division.
3. Dependability Test
Prastowo (2012) explains that dependability tests are carried out through audits of the entire research process to ensure the reliability of research results. Sugiyono (2015) emphasized that a thorough audit is needed to verify the consistency and reliability of the research process.

Thus, verifying the validity of data in qualitative research ensures that the findings are trustworthy and relevant to apply in the relevant context.

E. Data analysis technique

Data analysis techniques are the structured process of collecting, compiling, and tracing data from interviews, field notes, and other sources. The goal is to help researchers reach conclusions that can be easily understood and conveyed to other parties.

According to Sugiyono (2019):

- a. Data Collection: Involves observation, in-depth interviews, and documentation (triangulation) in qualitative research.
- b. Data Reduction: Summarize, filter, and focus on important things and look for relevant themes and patterns to facilitate understanding.
- c. Data Presentation: Arranging information to enable conclusions to be drawn and action taken, by adjusting the data according to the problem focus and research context.
- d. Conclusion Drawing/Verification: Carried out after the data collection, reduction and presentation process. Conclusions are based on research findings to ensure relevance and accuracy.

4. Result

This research uses a qualitative descriptive research method which contains the leadership style used by leaders in the gas division at PT Tira Austenite. The presentation of the data used in this research is descriptive. The variable in this research is a single variable, namely the analysis of leadership style in the gas division at PT Tira Austenite. The data collection technique used is by using the observation method which is carried out simultaneously with practical field work activities in the company and also using the interview method. The main number of interview questions is 10 questions. The research location is at the head office of PT Tira Austenite with research subjects including employees who are directly related to the leadership in the company's gas division.

The author conducted observations and interviews at PT Tira Austenite, especially regarding activities or communication that took place between leaders and employees who were directly involved with the leaders. There are four sources that the author interviewed, including:

No	Participants	Division	Position/Job
1	Employee A	<i>operation department head</i>	<i>Proccurement</i>
2	Employee B	<i>operation department head</i>	<i>Logistic</i>
3	Employee C	<i>Finance&Adm Departement Head</i>	<i>A/R Management</i>
4	Employee D	<i>Finance&Adm Departement Head</i>	<i>A/R Management</i>

Data Results

A. Application of Leadership Style

Based on the results of interviews with informants, researchers got the same answer, namely the leadership style applied in the gas division at PT Tira Austenite, namely

democratic with authoritarian dressing. Supported by the statements of sources A, B, C, D as follows:

Employee A: "The implementation here needs to be detailed, detailed according to existing data and can be proven and accounted for. The style applied is democratic but has an authoritarian edge, so be wary of calls from the leadership. Often times they cannot accept opinions from employees, but on the democratic side, leaders still hold monthly evaluation meetings.

Employee B: "From my opinion, having been with the company for 1.5 years, his leadership style is tough and the aim is to shape the employee's mentality, provide ideas, provide a spark to think about what will be done in the future, given the opportunity to think first about what should be done.

Employee C: "Because I've been here for 10 years, the leadership has changed several times, and the majority are democratic, but the current leadership is democratic but there is authoritarianism, such as giving instructions by guiding and directing according to the opinions and decisions of the leadership. However, as time went by the leadership began to adapt to the new children who were still young.

Employee D: "I have been at PT Tira for almost 3 years, previously I worked in a non-corporate company, and here I learned communication and how to position myself. At the start, someone was called out and shouted by the leadership. His leadership style is democratic with an authoritarian twist. He is firm but makes you think.

Based on the results of the interviews conducted, several conclusions can be drawn, namely that the leadership style applied in the gas division at PT Tira Austenite uses a democratic style wrapped in authoritarian.

In its implementation, PT Tira Austenite uses various styles authoritarian democratic leadership due to the following criteria:

1. The management's way of communicating with employees is firm and authoritarian but still has a democratic side, namely by continuing to hold evaluation meetings
2. Leaders often provide challenges regarding the commitment promised by employees in terms of timely completion of tasks
3. often cannot accept opinions and often makes decisions immediately
4. Employees are required to be fast-moving individuals
5. For communication to be carried out professionally and to be able to position when to be serious and when to be relaxed.

B. Impact of Leadership Style

In the results of interviews with resource persons, researchers concluded that the impact of the leadership style applied could increase employee work motivation and work effectiveness. Supported by the source's statement in the interview as follows:

Employee A: "From the leadership style applied so far, it is quite a pressure but it spurs motivation to be even better in the future. It's quite effective, but it would be better if he started hearing from both sides but not directly confronting so that there would be no miscommunication between branches.

Employee B: "In this company you have to be able to quickly adapt to the environment and learn to understand existing characters.

So learn to be committed to what you do and say. So you are more motivated by the challenges given. Mentality also becomes formed with existing character development.

Employee C: "With the leadership style of the current leadership from previous years, the effect is very far away. This gas division is getting even better, in terms of business. Motivate employees and be effective, make them feel like they think they are not capable enough, so they can improve themselves to be even better.

Employee D: "From my opinion, I feel panic and rush, but from this I become more motivated to finish quickly, and make myself better in the future. The best place to study, so don't be surprised later in the world of work. Currently his leadership style is quite effective.

In the interview results, the interviewee said that the implementation of this leadership style in the gas division at PT Tira Austenite produced a positive impact on the company's operations, but there were still negative impacts felt by employees. The positive impacts provided by this leadership style are:

1. Employees become more motivated to further improve their performance
2. Become the best place to learn to improve the mentality of becoming an employee who can work focused under pressure, improve thinking, and also improve abilities
3. Employees can learn to adapt more quickly, learn commitment to work

The negative impacts of this leadership style are:

1. Due to the authoritarian mix in leadership, workers cannot be more creative because their suggestions are hampered,
2. There is a disruption in focus at work due to overlapping tasks
3. There are simultaneous deadlines making it difficult to focus.

C. Factors that influence Leadership Style

In the interviews conducted by the researcher, the researcher concluded that in implementing this leadership style there are several factors that influence the implementation of this leadership style. This was expressed by the informant in the following statement in the interview:

Employee A: "The influence of the business environment is also the pursuit of targets. And he does have his own targets too. Apart from that, there are many branches and the branches are separated and have different cultures, so the leadership must be firm and able to make decisions.

Employee B: "Indeed, the leadership must be firm and must step in directly, because the conditions require that kind of leadership style. Because if it's not like that, it will be difficult. Leaders want to apply employees to their limits.

Employee C: "There is influence from previous leaders who were all authoritarian. Authoritarian co-leadership environment. Then the leader here also has his own target which wants to be more than the existing standard target and he already knows there are many gaps and can produce even more.

Employee D: "The influence of the environment among fellow leaders sometimes carries over to this division.

In the interview results, it was conveyed by the resource person that there were several factors that influenced the choice of this leadership style in the gas division at PT Tira Austenite, such as

1. Influence of fellow leaders, due to the existence of a hereditary authoritarian style and the existence of an age gap so that this style is still attached to current leaders
2. The influence of the environment between employees, the existence of work situations that require fast working methods
3. Separate targets from the leadership, current leaders have their own expectations to achieve because they feel they have mastered the ins and outs of the company
4. Target from the company, there is a common target from the company, if these two types of leadership are not combined then the company cannot develop any further.
5. The democratic leadership style is used because it can establish better communication so that there is no miscommunication and the leader can better understand the problems from the employee's perspective and can better coordinate between employees and leaders

5. Discussion

A. Application of Leadership Style

The leadership style applied in this case is an activity related to how the leader leads and influences employees. According to Siagian (2019), the success of an organization is greatly influenced by the effectiveness of leadership and behavior that encourages the maintenance of a spirit of cooperation. In addition, Zaharuddin (2021) defines leadership style as the way leaders choose and implement behavior and methods to influence the thoughts, attitudes and behavior of subordinate members of an organization.

Based on the results of the interview, the leadership style applied in the gas division at PT Tira Austenite is using a democratic leadership style wrapped in an authoritarian one. This is in connection with the various characteristics conveyed by the sources. As stated in the interview results, the leader in the gas division at PT Tira Austenite applies a leadership style with characteristics, namely a harsh, authoritarian leadership style, difficulty in accepting opinions from employees, providing ideas, providing a trigger to think about what to do in the future, instructs by guiding and directing in accordance with the opinions and decisions of the leadership, being firm and making people think.

Based on the results of the interview, it can be seen that the leadership style in the gas division at PT Tira Austenite has characteristics that refer to both democratic and authoritarian. According to Eugene and Robert T (2019), the characteristics of an authoritarian leadership style are:

1. Focus on carrying out tasks
2. Carrying out tasks correctly and in accordance with the leadership's directions is a must, without mistakes
3. The orientation of the leadership style is only on the end result, regardless of the methods used
4. Involve subordinates in the decision-making process not to listen to their ideas or creativity, but to ensure that the decision plan they have prepared is accepted and implemented
5. Tends to be more firm in responding to members mistakes.

Based on P. Siagian (2019), the characteristics of the democratic style conveyed are leaders who have the skills to align the organization with appropriate roles and proportions, have a comprehensive understanding, respect the honor and dignity of subordinates, be role models, act rationally and objectively, create a work environment that supports innovation and creativity. Then this type of style can also move from the extreme point which reflects a very democratic leadership style to the opposite, making this style an authoritarian type of leadership style, namely as follows:

1. Believe that other people, especially members of the organization, have the potential to work and lead as well as themselves, so they must be respected and appreciated appropriately and humanely, without belittling them.
2. Leaders usually focus on the standards of task implementation and results.
3. Leaders recognize and respect organizational members as work partners, not just as subordinates.
4. Leaders accept criticism, suggestions and opinions, which are used to correct mistakes in their leadership.
5. Leaders always strive to increase, maintain and develop the active participation of organizational members through their ability to provide holistic motivation.

B. Impact of Leadership Style

As explained by Suwarno & Bramantyo (2019), the impact of each leadership style on performance has an impact, such as for authoritarian leadership it will have an impact on employee performance which will later be difficult to develop and employees will work under compulsion which results in employees being inconsistent or becoming dependent on the leader. . Meanwhile, the impact of a democratic leadership style has an impact on increasing performance. Basically, if the work system is in harmony with moral principles, values, ethics, freedom, giving trust, supervision, readiness to accept constructive criticism and suggestions as well as a firm attitude and respect for creativity, innovation and motivation, it will increase the development of personal and professional competence. , and social.

Based on the results of interviews, the impact of leadership that many employees receive is the authoritarian side of leadership, including employees having pressure or compulsion to be better, and being able to adapt more quickly to the environment and understand different characters, the challenges presented. by leaders who are mentally developed enough, with deadlines employees become motivated to complete their work quickly. However, the negative impact of this leadership style is that employees feel pressured and experience excessive stress, resulting in their work not being optimal. On the positive side, employees have become more motivated to complete their work quickly, and from a business perspective they have also experienced significant progress.

Apart from that, there are also impacts from the democratic leadership side that have less impact than the authoritarian leadership side, including that employees can increase the development of personal competence by being given trust by the leadership from the challenges given and employees can feel trusted and appreciated.

This research is in line with research conducted by Diaz Ramdan Zulkurnain, Christian Wiradendi Wolor, Marsofiyati (2024) who said that authoritarian leadership style has a direct impact on the level of employee work motivation which then influences their

performance and is added to research from Insan Harahap (2019) which said that authoritarian and dictatorial leadership can achieve significant progress in various fields.

C. Factors that influence Leadership Style

According to Setiana (2022), there are several factors that influence leadership style, namely personality, past experience, leader expectations, characteristics, expectations, subordinate behavior, task requirements, climate, organizational policies, and colleagues' expectations and behavior. Apart from that, according to (Henry Eryanto, 2015) it is divided into two, namely internal and external. Internal factors that influence leadership style include perceptions about leadership, perceptions about people, values, ways of gaining power and experience in leading. Meanwhile, external factors that influence leadership style include the circumstances of the group being led and the situation or task that must be carried out.

Based on the results of the interview, the factors that influence this leadership style are the influence of a business environment that pursues targets, the company has many branches and they are separated in various cities, and has different cultures, leaders have their own targets from their business scope and also their employees. because the leadership already knows the business and employee gaps in the company, there is the influence of the authoritarian leadership style applied by previous leaders and also fellow leaders.

From the research results, the factors that influence this leadership style are the leader's personality and expectations, subordinate behavior, task requirements, expectations and behavior of colleagues.

6. Conclusion, Implication, and Recommendation

A. Conclusion

The success of an organization is greatly influenced by the effectiveness of leadership and behavior that maintains a spirit of cooperation. Organizational success is determined by the leader's ability to persuade, seduce, influence, and protect his workers. The purpose of this research is to find out how leadership style is applied, the influencing factors and the impact that occurs on the application of leadership style in the gas division of PT Tira Austenite. The following are several conclusion points that the author can convey:

1. Based on the research results, it shows that the leadership style in the gas division of PT Tira Austenite uses an authoritarian style dressed in a democratic way. Leaders in this division show a tough nature, find it difficult to accept opinions, and focus on carrying out tasks according to directions, reflecting an authoritarian style. However, they also apply a democratic style, such as directing employees and creating a work environment that supports innovation. Leaders recognize the potential of subordinates, value them as work partners, and try to increase active participation through overall encouragement, while remaining firm and oriented towards end results.
2. Factors that influence the choice of leadership style are the influence of fellow leaders, the influence of the environment between employees, the existence of separate targets from the leadership, and the existence of targets from the company
3. The application of this leadership style has a positive impact on increasing employee motivation to be better at carrying out their duties and improving their performance as

well as helping to increase work effectiveness in achieving targets more quickly, but it also has a negative impact, namely employees feel pressured and experience excessive stress. so that the work is not optimal.

B. Implications

The findings in this research are used as study material for the application of existing leadership styles in companies. This research can help companies identify the impact and factors that influence the leadership style applied in the company.

Applying an appropriate and effective leadership style can have a significant impact in various work activities. By understanding the impact, companies can experience various positive benefits such as work effectiveness, time efficiency, and also provide opportunities to improve better communication between leaders and employees to achieve common goals.

C. Research Limitations

In writing this research, there were several limitations experienced, and in the future researchers need to pay attention to this so that they can be refined at a later date. The limitations include: the research conducted only contained one variable, namely leadership style analysis; Apart from that, the research carried out only took the object and subject of one company so it was not extensive; and also the methods used by researchers in new research use qualitative methods which are fluctuating or relative. Because not all companies have the same style and characteristics as PT Tira Austenite, further research is needed to test whether the application of this leadership style can be implemented in all other companies.

D. Recommendations for Further Research

The author's suggestion regarding the application of this leadership style for further research is to expand the range of objects which requires further research with other companies which of course have different styles and characteristics from those that the author has researched. This research can also be strengthened by examining the application of leadership styles with other relevant variables.

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