

The Influence of Work Environment and Authoritarian Leadership with Work Experience as a Moderating Variable on Job Satisfaction and its Impact on Employee Performance PT. XYZ

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ABSTRACT

This research aims to analyze the impact of work environment and authoritarian leadership towards job satisfaction moderated by work experience and towards employee performance. Questionnaire was used as the data collection technique and distributed using Google Forms to 200 employees of PT. XYZ. The data analysis technique uses SEM-PLS with smartPLS software. The result of this research shows that Work Environment have a significant effect on Job Satisfaction, Work Environment have a significant effect on Employee Performance, Authoritarian Leadership does not have a significant effect on Job Satisfaction, Authoritarian Leadership have a significant effect on Employee Performance, Job Satisfaction have a significant effect on Employee Performance, Work Experience have a significant effect on moderating Work Environment to Job Satisfaction, Work Environment does not have a significant effect on moderating Authoritarian Leadership to Job Satisfaction on PT XYZ.

Keywords: *Work Environment; Authoritarian Leadership; Work experience; Job Satisfaction; Employee Performance*

INTRODUCTION

At this time, every company must be able to develop to be able to adapt to existing consumer needs, including by improving the quality of each existing product. However, to do this, companies must be able to make changes within their company. Changes themselves can be made in various forms, including human resources who work in each particular sector. Of course, with this, it can be done to provide maximum performance results so that the company can survive with the competition.

PT XYZ is a filling station company built in the Tangerang area. PT XYZ was founded in 1991 and focuses on the industrial and medical gas sector, where they are committed to providing excellent service to customers. Of course, the products provided are quality, accountable, trustworthy, integrated, and contribute to national development. PT XYZ has a vision to become the largest industrial gas company in Indonesia and has a network spread throughout Indonesia. Currently, PT has 200 employees in six divisions HRD (Human Resources Development), IT, Operation, Marketing, Finance, dan HCM (Human Capital Management). To be able to provide quality HR (Human Resources), PT XYZ routinely assesses the performance of its employees.

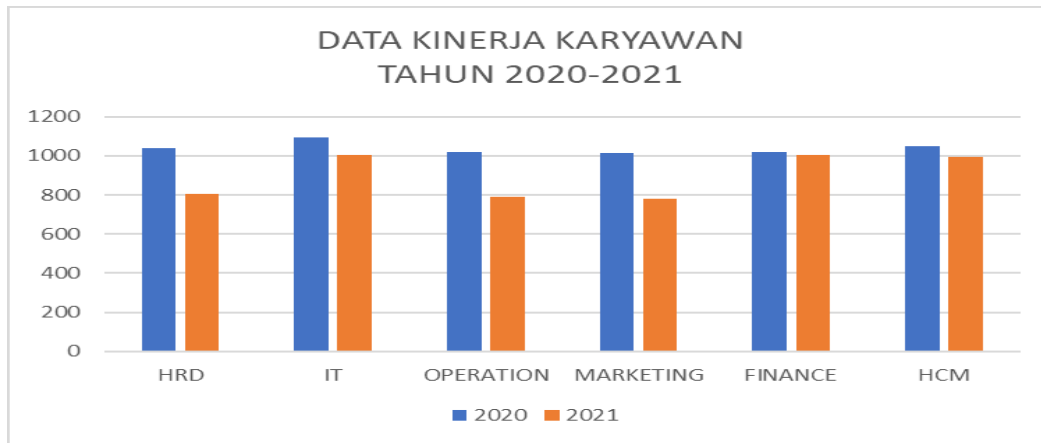


Figure 1. Performance Evaluation PT XYZ

Based on the results of the 2020-2021 Employee Performance Data, it is clear that PT XYZ experienced a decline in employee performance. Anwar Prabu (Akbar, 2018) his research explains that there are various things that can have an impact on increasing or decreasing an employee's work results. One of these factors is the motivation factor. Motivation factors are divided into two aspects, including internal and external aspects. External aspects include various factors such as treatment of the individual, co-workers, leaders or fellow employees, supporting work needs and the company environment. In this case, the leadership factor is one of the factors that can influence employee performance.

Every leader has different leadership or leadership. Lowa University Studies (Robbins & Coulter, 2015) explains that there are 3 types of leadership that are often applied in an organization, namely: Authoritarian Leadership, Democratic Leadership, and Laissez-faire Leadership. (Nickels, Mchugh, & Mchugh, 2016) defines autocratic or authoritarian leadership as a leader who makes decisions without any discussion or discussion first, they make decisions based on what they think, democratic leadership is a type of leadership which is carried out by persuading, by motivating subordinates to contribute to decision making. Meanwhile, Laissez-faire Leadership is a type of leadership where the leader is more able to entrust and emphasize his duties and responsibilities to his subordinates.

In this way, subordinates can determine the direction and course of a decision and with this they can carry out their work. Apart from these three types of leadership, there are other types of leadership such as the transactional leadership type. (Ginanjar, Hermanto, & Tresna, 2022) define that the transactional leadership type is the result of collecting values proposed by leaders and employees in order to fulfill what employees and leaders expect, using promises or commitments that are given respect and trust. Apart from that, there is also a transformational leadership style, which according to (Maesaroh, et al., 2020) explains that transformational leadership is a way of leading employees which creates trust, loyalty, admiration and respect between employees and superiors. This creates a growing sense of volunteerism to build and achieve the company's goals and vision.

Then with this in mind, the researcher took an initial survey regarding the types of leadership that exist at PT XYZ. From a total of 200 employees in August 2022, researchers took a sample of 136 people to find out what type of leadership is often used in PT XYZ.

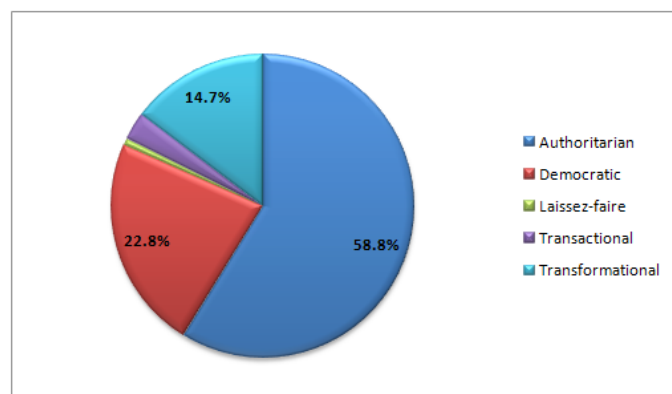


Figure 2. Initial Survey of Leadership Style in PT XYZ

Based on Figure 2, with the results of the initial survey, the researchers concluded that the authoritarian leadership type was the most dominant leadership type at PT XYZ, which had a percentage of 54.8% higher than the existing leadership types. According to (Kurniyatillah, Rachmawati, Amirah, & Sulaiman, 2020) explain that the authoritarian or autocratic type of leadership is where the leader has the principle that all decisions and responsibilities should only be decided and handed over to the leader, so this can lead to dependence on the leader. According to (Wahyuni, Sukatin, Fadilah, & Astri, 2022) leaders with autocratic leadership are leaders who are dominant in making decisions and these decisions cannot be contested or changed, so there is no opportunity for other employees to take the opportunity to provide opinions. However, of course, each type of leadership has its own strengths and weaknesses.

According to (Wahyuni, Sukatin, Fadilah, & Astri, 2022), the advantage of the authoritarian type of leadership is that decisions can be taken more quickly and efficiently so that leaders can better assess employee performance. This authoritarian leadership model can also be very helpful in creating work discipline. This is because in the authoritarian leadership model, subordinates will usually obey their leader. Then what can be taken is that by implementing authoritarian leadership like this, it will make decision making easier when the situation requires a quick decision. Of course, by making quick and firm decisions, this is appropriate for creating existing work discipline. (Kurniyatillah, Rachmawati, Amirah, & Sulaiman, 2020) revealed that the authoritarian leadership type has limitations, namely that it will limit employee creativity, because all decisions will be taken by the existing leader. Leaders who are oriented towards an authoritarian leadership style will tend to dislike socializing with others, including their own co-workers.

Apart from the type of leadership, another factor that can influence a decline in performance is the company environment. According to (Putri, Ekowati, Supriyanto, & Mukaffi, 2019) there are several factors that can influence employee performance, namely a good work environment, adequate facilities and a conducive workplace and good relationships with colleagues, which will provide comfort to employees and may have a positive impact on employee performance.

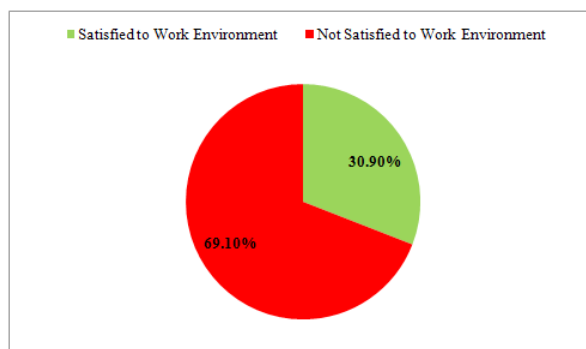


Figure 3 Initial Survey of Work Environment in PT XYZ

From the results of the work environment satisfaction survey above, it can be concluded that as many as 30.9% of employees feel satisfied with their work environment and as many as 69.1% feel dissatisfied. This means that there are still many PT XYZ employees who feel dissatisfied with their work environment, therefore the researchers chose work environment as one of the research variables.

Not only the work environment, there are several things that can influence employee performance, namely employee job satisfaction. According to research conducted by (Eliyana, Ma'arif, & Muzakki, 2019), job satisfaction can have a significant impact on the performance of existing employees.



Figure 4. Initial Survey of Employee Satisfaction in PT XYZ

From the results of the work environment satisfaction survey above, it can be concluded that as many as 27.2% of employees feel satisfied with their workers and as many as 72.8% feel dissatisfied. So it can be said that there are still many PT XYZ employees who feel dissatisfied with their workers, therefore the researchers chose job satisfaction as one of the research variables. Furthermore, according to (Fouad, 2019), there are several things that can have an impact on job satisfaction, including employee welfare, workload, and work experience. Related to work experience, the researchers have done initial survey regarding length of work for employees at PT XYZ.

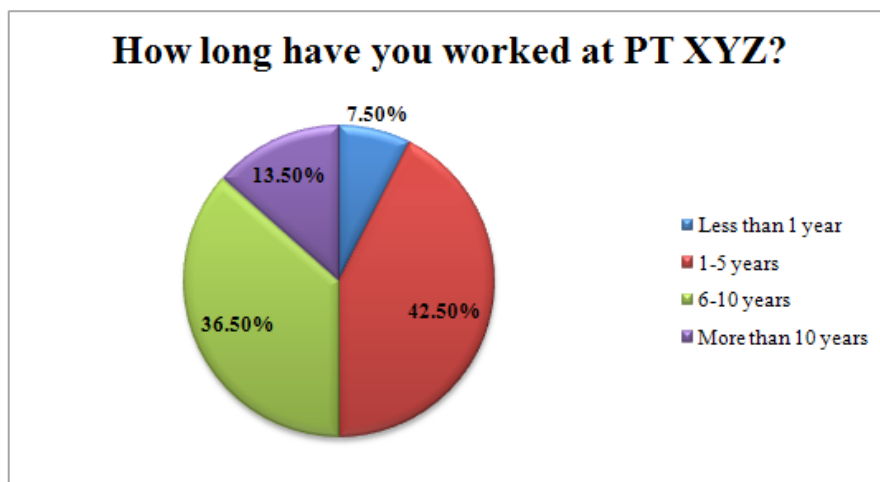


Figure 5 Length of work for PT XYZ employees

From the data above taken by PT. XYZ, of the 200 employees actively working, it was found that there were 15 employees who had worked for less than 1 year with a percentage of 7.5%, then after 1-5 years there were 85 people with a percentage of 42.5% and 73 people with The percentage of 36.5% has worked for a period of 6-10 years, and there are 27 employees who have worked for more than 10 years with a percentage of 13.5%.

Based on the explanation and data collection based on existing journals, the researchers concluded that what can influence employee performance are the work environment, authoritarian leadership, and satisfaction at work. In research conducted by (Fouad, 2019), further analysis of moderating variables such as education, gender, age and level of work experience is recommended. So in this case the researcher used one variable, namely work experience, as a moderating variable. Based on the explanation presented above, the researchers conducted research on “The Influence of Work Environment and Authoritarian Leadership with Work Experience as a Moderating Variable on Job Satisfaction and its Impact on PT XYZ Employee Performance”. The model is described in Figure 6.

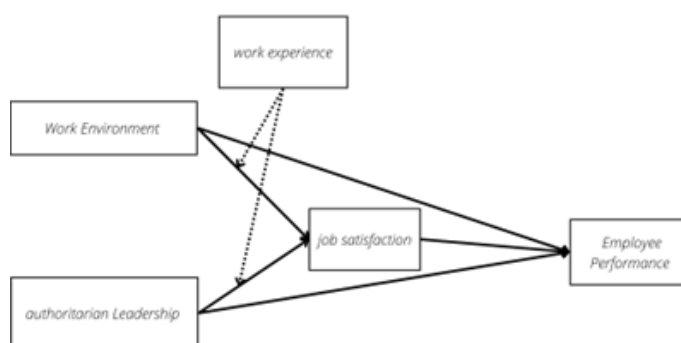


Figure 6. Research Model

Hypothesis 1a (H1a):

Work Environment has a significant effect on Job satisfaction at PT. XYZ

According to (Rahayu, Srihastuti, & Ni'am, 2018) defines the work environment as a condition that originates from around an individual's workplace which can have an impact or influence on the individual in carrying out his work. Research conducted by (Kurniawaty, Ramly, & Ramlawati, 2019) stated that the work environment had a positive and significant impact on job satisfaction for 115 employees working in the aluminum industry. Similar research conducted by (Suyono, Eliyana, Ratmawati, & Elisabeth, 2021) which was conducted

on 500 employees in the government sector stated that the work environment will have a positive and significant effect on job satisfaction.

Hypothesis 1b (H1b):

Work Environment has a significant effect on Employee Performance at PT. XYZ

According to (Susanti & Mardika, 2021), the work environment is everything that exists around employees to be able to support someone to feel comfortable, safe and satisfied in carrying out their work to complete the tasks assigned by their superiors. (Kusuma, 2021) mention that the work environment has a positive impact on employee performance.

Hypothesis 2a (H2a):

Authoritarian Leadership has a significant effect on Job Satisfaction at PT. XYZ

According to (Nickels, Mchugh, & Mchugh, 2016) authoritarian leadership is a type of leadership that makes managerial decisions without prior consultation or consideration with others. In this case, the decision is determined by the highest leadership of the company or organization. (Mwaisaka, K'aol, & Ouma, 2019) found that authorial leadership had a significant and positive influence on job satisfaction. This is in line with (Rahmat, Ramly, Mallongi, & Kalla, 2019) who say that the authoritarian leadership type does have a big impact on employee job satisfaction, this is because this type of leadership is an authoritative type that will always present a leader who are firm, and will provide satisfaction to their subordinates.

Hypothesis 2b (H2b):

Authoritarian Leadership has a significant effect on Employee Performance at PT. XYZ

Based on research by (Wang & Guan, 2018), authoritarian leadership has a positive impact on the performance of employees in the company. Of course, this is because with a higher level of power a leader can more easily control how existing employees perform.

Hypothesis 3 (H3):

Job Satisfaction has a significant effect on Employee Performance at PT. XYZ

According to Robbins (Eliyana, Ma'arif, & Muzakki, 2019), job satisfaction is a general behavior carried out by employees regarding their work performance as long as the company provides an award. Based on (Badrianto & Ekhsan, 2020), job satisfaction has a significant and positive influence on employee performance in the company.

Hypothesis 4 (H4):

Work Experience significantly moderates the influence of Work Environment on Job Satisfaction at PT. XYZ

(Suwarno & Aprianto, 2019) explains that work experience referred to here is the length of time worked, the level of knowledge and skills possessed, and mastery of work and equipment. (Farera, 2020) concluded that by adding knowledge to employees who are considered to have little experience, they can provide maximum results in their work, thereby creating job satisfaction for these employees where work experience and work environment have a very significant influence on job satisfaction. This can be interpreted as the better or worse a person's work experience & work environment, the greater or lower the person's job satisfaction.

Hypothesis 5 (H5):

Work Experience significantly moderates the influence of Authoritarian Leadership on Job Satisfaction at PT. XYZ

(Widiyngari, 2021) suggested several bases for decision making, one of which is decision making based on experience, where in this research the experience referred to is work experience. Making decisions based on experience has practical benefits, because a person's experience can provide a measure of the level of success of a decision by looking at existing considerations. People who have experience will certainly have adequate preparation in making decisions. When the leadership position is occupied by an experienced person, there is a possibility that the decisions they take will be more profitable than those with minimal experience. According to (Syafrina, 2018) one of the factors that can influence the creation of job satisfaction is financial and social security. When the decision taken by a leader is right, it is possible for this to benefit the company. When a company makes a profit, there is a possibility that the financial and social security of its employees can be fulfilled.

METHODS

The research that the author is conducting will use associative research with a quantitative approach. PT XYZ employees will act as the unit of analysis in this research. The time horizon used is cross-sectional. The data collection technique used by researchers in this research was distributing questionnaires to all PT XYZ employees.

In this study, researchers used a population of 200 people who were employees at PT XYZ. The minimum number of samples that will be used for this research is 134 samples referring to the Slovin formula. The sampling technique used in this research is probability sampling with a simple random sampling method.

RESULT AND DISCUSSION

First of all, the researcher will evaluate the outer model, where at this stage the researcher will carry out an analysis of the indicators to ensure that the data is valid and reliable. In the next stage, the researcher will make an inner model evaluation, where at this stage the writer will carry out an analysis of the independent variables to determine the significant influence between variables by looking at the R-square and T-statistic tests. First, the Outer Model Testing is done through validity test, discriminant validity test and composite reliability test.

Validity Test

Convergent validity is a test carried out to test the magnitude of the correlation between indicators and other latent variables. According to (Hair Jr, Hult, Ringle, Sarstedt, Danks, & Ray, 2021), at this stage there are criteria that can be used, namely a factor loading value that is at least greater than 0.708 to be considered valid.

Table 1. Convergent Validity Test

Variable	Code	<i>Outer Loading Value</i>	Result
<i>Work Environment</i>	WE1	0.689	Invalid
	WE2	0.808	Valid
	WE3	0.831	Valid
	WE4	0.847	Valid
	WE5	0.634	Invalid
	WE6	0.809	Valid
	WE7	0.594	Invalid
	WE8	0.800	Valid
	WE9	0.677	Invalid
	WE10	0.712	Valid
	WE11	0.616	Invalid
<i>Authoritarian Leadership</i>	AL1	0.853	Valid
	AL2	0.830	Valid
	AL3	0.939	Valid
	AL4	0.902	Valid
	AL5	0.879	Valid
	AL6	0.832	Valid
	AL7	0.783	Valid
	AL8	0.700	Invalid
	AL9	0.834	Valid
	AL10	0.740	Valid
<i>Job Satisfaction</i>	JS1	0.837	Valid
	JS2	0.930	Valid
	JS3	0.847	Valid
	JS4	0.915	Valid
	JS5	0.868	Valid

Variable	Code	Outer Loading Value	Result
<i>Work Experience</i>	WEX1	0.319	Invalid
	WEX2	0.788	Valid
	WEX3	0.370	Invalid
	WEX4	0.396	Invalid
	WEX5	0.835	Valid
	WEX6	0.841	Valid
	WEX7	0.776	Valid
<i>Employee Performance</i>	EP1	0.913	Valid
	EP2	0.041	Invalid
	EP3	-0.728	Invalid
	EP4	0.000	Invalid
	EP5	-0.025	Invalid
	EP6	-0.058	Invalid
	EP7	-0.085	Invalid
	EP8	-0.686	Invalid
	EP9	0.021	Invalid
	EP10	0.473	Invalid
<i>Moderating Effect 1</i>	WEX*WE	1.000	Valid
<i>Moderating Effect 2</i>	WEX*AL	1.000	Valid

In Table 1, it is found that there are several indicators that are considered not to meet the criteria. These indicators include Work Environment (WE1, WE5, WE7, WE9, WE11), Authoritarian Leadership (AL8), Work Experience (WEX 1, WEX 3, WEX 4), and Employee Performance (EP2, EP3, EP4, EP5, EP6, EP7, EP8, EP9, EP10). Indicators that do not meet these criteria will be excluded and not included in the next test. Based on Tabel 2, all the indicators are valid.

Table 2. Convergent Validity Test (2nd)

Variable	Code	Outer Loading Value	Result
<i>Work Environment</i>	WE2	0.852	Valid
	WE3	0.882	Valid
	WE4	0.905	Valid
	WE6	0.812	Valid
	WE8	0.761	Valid
<i>Authoritarian Leadership</i>	AL 1	0.862	Valid
	AL 2	0.844	Valid
	AL 3	0.943	Valid
	AL 4	0.906	Valid
	AL 5	0.875	Valid
	AL 6	0.830	Valid
	AL 7	0.777	Valid
	AL 9	0.825	Valid
	AL 10	0.721	Valid
	<i>Job Satisfaction</i>	JS 1	0.845
JS 2		0.930	Valid
JS 3		0.843	Valid
JS 4		0.911	Valid
JS 5		0.869	Valid

Variable	Code	Outer Loading Value	Result
<i>Work Experience</i>	WEX2	0.810	Valid
	WEX5	0.836	Valid
	WEX6	0.863	Valid
	WEX7	0.785	Valid
<i>Employee Performance</i>	EP1	1.000	Valid
<i>Moderating Effect 1</i>	WEX*WE	1.000	Valid
<i>Moderating Effect 2</i>	WEX*AL	1.000	Valid

Discriminant Validity Test

According to (Hair Jr, Hult, Ringle, Sarstedt, Danks, & Ray, 2021) in determining discriminant validity the Fornell–Larcker criterion is used, where the square root of the average variance extracted (AVE) must be greater than the correlation between variables or when the square root value of AVE is greater than 0.50 then the variable can be said to be valid.

Table 3. Discriminant Validity Test: Fornell-Larcker Criterion

	AL	EP	JS	WE	WEX	WEX*WE	WEX*AL
AL	0.845						
EP	0.671	1.000					
JS	0.480	0.842	0.880				
WE	0.535	0.827	0.832	0.844			
WEX	0.484	0.703	0.759	0.742	0.824		
WEX*WE	-0.502	-0.496	-0.423	-0.515	-0.707	1.000	
WEX*AL	-0.110	-0.450	-0.544	-0.548	-0.715	0.665	1.000

Table 3 shows that all square root values of average variance extracted (AVE) are greater than the correlation between variables and have values above 0.50, so it can be said that the variables are valid and can be continued at the Reliability Test stage.

Reliability Test

In measuring reliability, it refers to two values, namely composite reliability alpha and Cronbach's alpha. According to (Hair Jr, Hult, Ringle, Sarstedt, Danks, & Ray, 2021) explain that the value that will be obtained from composite reliability must be more than 0.7 to be said to be reliable. Based on the results of table 4, it can be concluded that all the variables above have met the criteria of the reliability test with composite reliability > 0.7.

Table 4. Composite Reliability Test Results

Variable	Composite Reliability		Result
	Criteria	Score	
Work Environment	> 0,7	0,925	Reliable
Authoritarian Leadership	> 0,7	0,957	Reliable
Job Satisfaction	> 0,7	0,945	Reliable
Work Experience	> 0,7	0,894	Reliable
Employee Performance	> 0,7	1,000	Reliable
Moderating effect 1	> 0,7	1,000	Reliable
Moderating effect 2	> 0,7	1,000	Reliable

R-Square Test

According to (Hair Jr, Hult, Ringle, Sarstedt, Danks, & Ray, 2021) , if the R-Square value is low, it shows that the ability of the independent variable to relate to the dependent variable is very limited and vice versa. If the R-Square is higher than 0.67, the model can be categorized as good, if the R-Square is between 0.33-0.67, the model can be categorized as moderate, and if the R-Square is lower than 0.33 then the model can be categorized as weak. Based on table 5, the model can be categorized as good with R-Square 0.769 & 0.824.

Table 5. R-Square Test Results

	<i>R-Square</i>
<i>Job Satisfaction</i>	0.769
<i>Employee Performance</i>	0.824

Testing the Structural Model using the Goodness of Fit Index

(Bastian & Saputra, 2022) explain that the next test carried out was to use the Goodness of Fit (GoF) test, which is needed to validate the performance between the inner and outer models. GoF is said to be strong if the value is 0.36, GoF is said to be medium if the value is 0.25 and GoF is said to be weak if the value is 0.1. To find the Goodness of Fit Index value, there is a formula that must be used, the formula used is as follows: $\sqrt{(AVE \times R^2)}$, so the AVE from this research itself is $(0.845+1.000+0.880+0.844+0.824+1.000+1.000)/7 = 0.913$ multiplied by the R-Square value $(0.769+ 0.824)/2 = 0.7965$, then 0.913 multiplied by 0.7965 and the result is 0.727. With Goodness of Fit Index of 0.727, the model can be categorized as strong.

Significant Test

In testing the influence between independent, dependent and moderator variables, the significance testing will be done. The rule of thumb is with alpha 5%, the T-Statistic should be higher than 1.96 and the P-Values should be lower than 0.05.

Table 6. Path Coefficient Test Results, T-Statistics and P-Values

Hypothesis	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation (STDEV)</i>	T -Statistic	P- Values
<i>Work Environment → Job Satisfaction (H1a)</i>	0,532	0,521	0,115	4,644	0,000
<i>Work Environment → Employee Performance (H1b)</i>	0,294	0,313	0,124	2,383	0,018
<i>Authoritarian Leadership → Job Satisfaction (H2a)</i>	0,116	0,130	0,092	1,258	0,209
<i>Authoritarian Leadership → Employee Performance (H2b)</i>	0,284	0,283	0,041	6,902	0,000
<i>Job Satisfaction → Employee Performance (H3)</i>	0,469	0,442	0,110	4,167	0,000
<i>Moderating Effect 1 → Job Satisfaction (H4)</i>	0,239	0,247	0,086	2,759	0,030
<i>Moderating Effect 2 → Job Satisfaction (H5)</i>	-0,140	-0,153	0,084	1,662	0,097

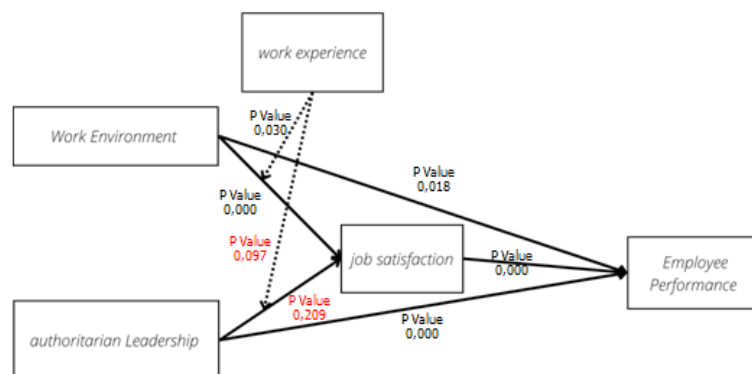


Figure 7. Research Findings

Based on Table 6, it can be observed that the work environment has a significant effect on job satisfaction at PT XYZ. This is supported by the T-Statistic value of 4.644 which is greater than 1.96 and the P-Value value of 0.000 which is smaller than 0.05. In line with previous research conducted by (Suyono, Eliyana, Ratmawati, & Elisabeth, 2021) and (Kurniawaty, Ramly, & Ramlawati, 2019) which states that the work environment has a positive effect on job satisfaction, where to increase job satisfaction it is necessary to increase the work environment

in both physical and non-physical work environment factors. Furthermore, the work environment also has a significant effect on employee performance at PT XYZ. This is supported by the T-statistic value which is greater than 1.96, namely 2.383 and the P-Value value of 0.018 which is smaller than 0.05. These results are supported and in line with previous research conducted by (Kusuma, 2021) which stated that the work environment has a significant impact on employee performance.

Next, regarding the influence of authoritarian leadership on job satisfaction at PT XYZ, it was found that authoritarian leadership did not have a significant effect on job satisfaction. This is supported by evidence of a T-Statistic value that is smaller than 1.96, namely 1.258 and a P-Value value of 0.209 which is greater than 0.05. This result is in contrast to research conducted by (Mwaisaka, K'aol, & Ouma, 2019), explains that authoritarian leadership has a significant and positive influence on job satisfaction. However, these findings are in line with research conducted by (Ratnasari, Prasetyo, & Hakim, 2020) which states that leadership style has no influence on job satisfaction, where achieving job satisfaction does not have to depend on leadership style.

Furthermore, the influence of authoritarian leadership on employee performance at PT XYZ was found that authoritarian leadership had a significant effect on employee performance at PT XYZ. This is supported by evidence of a T-Statistic value that is greater than 1.96, namely 6.902 and a P-Value result of 0.000, which is smaller than 0.05. These results are supported and in line with previous research. (Wang & Guan, 2018) stated that authoritarian leadership will have a positive impact on employee performance. This is because with a higher level of power, a leader can easily control how existing employees perform.

The next finding is related to the significant influence of job satisfaction on employee performance at PT XYZ. This is supported by evidence of a T-Statistic value that is greater than 1.96, namely 4.167 and a P-Value value of 0.000 which is smaller than 0.05. These results are supported by research from (Badrianto & Ekhsan, 2020) where job satisfaction has a significant and positive influence on employee performance. Then similar research was also carried out by (Eliyana, Ma'arif, & Muzakki, 2019), in this research it is stated that there is an influence of job satisfaction on employee performance.

Work Experience moderates the influence of the work environment on job satisfaction. This is supported by evidence of a T-Statistic value that is greater than 1.96, namely 2.759 and a P-Value value of 0.03 which is smaller than 0.05. Regarding the relationship between work experience and authoritarian leadership, it was found that work experience had no moderating effect on the influence of Authoritarian leadership on Job Satisfaction at PT XYZ. This is supported by evidence of a T-Statistic value that is smaller than 1.96, namely 1.662 and a P-Value value of 0.097 which is greater than 0.05. (Widyanggari, 2021) suggest several bases for decision making, one of which is decision making based on experience, where in this research the experience referred to is work experience. Making decisions based on experience has practical benefits, because a person's experience can provide a measure of the level of success of a decision by looking at existing considerations. People who have experience or a lot of flying hours will certainly have adequate preparation in making decisions. However, the research results show that Work Experience does not moderate the influence of Authoritarian Leadership on Job Satisfaction. This is supported by research conducted by (Ratnasari, Prasetyo, & Hakim, 2020) which states that leadership style does not have a significant effect on job satisfaction, where to achieve job satisfaction you do not have to depend on leadership style.

CONCLUSION

Companies can better adapt the leadership methods of each existing division head. By listening more to employee input and ways to manage emotions well, it is hoped that these changes can be a solution in increasing Job Satisfaction at PT XYZ. HRD here can also play an important role by conducting evaluations over certain periods regarding how their leaders act in carrying out their duties.

Companies can further increase closeness between employees by increasing outing programs or by joining existing communities or groups so that with events held by these communities, solidarity between employees can be increased so that a comfortable work environment can be created, and it is hoped that this will improve performance. from the employee.

For future research, it is recommended that we re-examine the influence of authoritarian leadership on job satisfaction because in previous research it was found that authoritarian leadership did not have a significant

effect on job satisfaction, so for future research this could be researched again by adding several variables such as gender, level of education, and emotionality intelligence.

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