

The Effect of Autocratic Leadership, Emotional Support, and Ethical Leadership on the Performance of Generation Z Employees at PT Delta Majalengka

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Abstract—Employee performance is an important aspect in supporting the achievement of organizational goals, especially in companies dominated by Generation Z employees. This generation is characterized by its adaptability to change, yet it is also sensitive to leadership styles and the treatment they receive in the workplace. Differences in leadership styles and forms of support provided by leaders are believed to influence employee performance levels. This study aims to analyze the effects of autocratic leadership, emotional support, and ethical leadership on the performance of Generation Z employees at PT Delta Majalengka. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to Generation Z employees at PT Delta Majalengka and analyzed using multiple linear regression analysis. The results indicate that autocratic leadership, emotional support, and ethical leadership have an effect on the performance of Generation Z employees. These findings suggest that the implementation of appropriate leadership styles, along with emotional support and ethical values in leadership, can enhance the performance of Generation Z employees.

Keywords: *autocratic leadership; emotional support; ethical leadership; employee performance; generation Z.*

I. INTRODUCTION

Employee performance is one of the key factors determining the success and sustainability of an organization. High employee performance reflects an individual's ability to carry out tasks and responsibilities effectively and efficiently in

accordance with organizational goals (Robbins & Judge, 2017). In the context of increasingly intense business competition, organizations are required to manage human resources optimally, particularly in improving employee performance.

Currently, the workplace is dominated by Generation Z employees, namely individuals born from the late 1990s to the early 2010s. Generation Z is known for its adaptability to technology, results-oriented mindset, and expectations for clear work systems and firm yet fair leadership (Priporas et al., 2017). These characteristics require organizations to implement appropriate leadership styles and managerial approaches in order to continuously enhance the performance of Generation Z employees.

One factor influencing employee performance is autocratic leadership. Autocratic leadership is a leadership style that emphasizes centralized decision-making, clear instructions, and strict supervision of subordinates (Lewin et al., 1939). In manufacturing industry environments that demand discipline and strict adherence to procedures, autocratic leadership is considered capable of providing clarity in roles and job responsibilities, thereby potentially improving employee performance. However, several studies have reported differing results regarding the effectiveness of this leadership style on employee performance.

In addition to autocratic leadership, emotional support is also regarded as a factor that influences employee performance. Emotional support refers to the extent to which employees feel cared for, understood, and psychologically supported by their supervisors and the organization (Eisenberger et al., 2002). Adequate emotional support can create a comfortable work environment and enhance employees' psychological well-being. However, in the context of Generation Z employees, the

extent to which emotional support directly affects employee performance remains uncertain.

Another factor that affects employee performance is ethical leadership. Ethical leadership emphasizes leaders' behavior that upholds values such as honesty, fairness, responsibility, and moral role modeling in carrying out their roles (Brown et al., 2005). Leaders who demonstrate ethical behavior tend to build trust and positive working relationships with employees, thereby encouraging employees to work more responsibly and achieve optimal performance.

Previous studies indicate that leadership plays an important role in influencing employee performance. Rahmawati (2022) stated that leadership style has a significant effect on employee performance, whereas Yendra et al. (2020) found that the effect of leadership on employee performance is not always significant and depends on organizational context and respondent characteristics. Moreover, research on the role of emotional support and ethical leadership in relation to the performance of Generation Z employees remains relatively limited, particularly in the manufacturing industry sector.

Based on the above discussion, there is still a research gap regarding the influence of autocratic leadership, emotional support, and ethical leadership on the performance of Generation Z employees, especially in the context of manufacturing companies such as PT Delta Majalengka. Therefore, this study aims to empirically examine and analyze the effects of autocratic leadership, emotional support, and ethical leadership on the performance of Generation Z employees at PT Delta Majalengka.

Theoretically, this study is expected to contribute to the development of human resource management literature by integrating leadership aspects and psychological support in explaining the performance of Generation Z employees. Practically, the findings of this study are expected to serve as a reference for the management of PT Delta Majalengka in formulating more effective leadership strategies and human resource management practices to enhance employee performance.

II. METHOD

Type and Research Approach

This study employs a quantitative approach using a survey method. The quantitative approach is chosen because this research aims to examine the effects of independent variables on the dependent variable through statistical analysis.

Population and Sample

The population of this study consists of all Generation Z employees at PT Delta Majalengka, namely employees born between 1997 and 2012. The sampling technique used is saturated sampling, in which all members of the population are included as research samples. The number of respondents in this study corresponds to the total number of Generation Z employees who are actively working at PT Delta Majalengka.

Data Collection Technique

The research data were collected through questionnaires distributed directly to the respondents. The questionnaire was

designed using a five-point Likert scale, with response options ranging from strongly disagree (1) to strongly agree (5).

Research Variables and Operational Definitions

This study consists of four variables, namely:

1. **Autocratic Leadership (X1)**, measured by indicators of centralized decision-making, strict supervision, and leadership firmness.
2. **Emotional Support (X2)**, measured by indicators of leaders' empathy, attention to employee well-being, and psychological support.
3. **Ethical Leadership (X3)**, measured by indicators of honesty, fairness, and leadership responsibility.
4. **Employee Performance (Y)**, measured by indicators of work quality, work quantity, timeliness, and cooperation.

Data Analysis Technique

The collected data were analyzed using multiple linear regression analysis with the assistance of statistical software. The analyses conducted included:

- Validity test
- Reliability test
- t-test (partial test)
- F-test (simultaneous test)
- Coefficient of determination (R^2)

III. RESULTS AND DISCUSSION

1. Respondent Characteristic

Variabel	Kategori	Kode	Frekuensi (orang)	Persentase (%)
Usia	< 25 tahun	1	50	90,9
	25 - 30 tahun	2	5	9,1
	Total		55	100
Jenis Kelamin	Laki - Laki	1	42	76,4
	Perempuan	2	13	23,6
	Total		55	100
Masa Kerja	< 1 tahun	1	18	32,7
	1 - 3 tahun	2	31	56,4
	> 3 tahun	3	6	10,9
	Total		55	100

Based on Table 1, the total number of respondents in this study is 55 employees. In terms of age, the majority of respondents are under 25 years old, totaling 50 individuals (90.9%), while respondents aged 25–30 years account for 5 individuals (9.1%). Furthermore, with respect to gender, male respondents constitute the dominant group, totaling 42 individuals (76.4%), whereas female respondents number 13 individuals (23.6%). Based on length of service, most respondents have worked for 1–3 years, amounting to 31 individuals (56.4%). Respondents with a length of service of less than 1 year total 18 individuals (32.7%), while those with more than 3 years of service account for 6 individuals (10.9%).

1. Descriptive Statistics

Based on the results of descriptive statistics, variable X1 has a mean value of 3.56 with a standard deviation of 0.93. This

indicates that respondents' perceptions of the indicators for variable X1 are at a moderately high level, although there is still some variation in responses among respondents. This suggests that most respondents provided positive assessments, but the perceptions are not yet fully uniform. Variable X2 shows a mean value of 4.06 with a standard deviation of 0.65. This relatively high mean indicates that respondents have a favorable perception of variable X2. The smaller standard deviation compared to X1 suggests that respondents' answers tend to be more consistent. Furthermore, variable X3 has a mean value of 4.22 with a standard deviation of 0.70. These results indicate that respondents' perceptions of variable X3 are at a high level, meaning that most respondents strongly agree with the statements presented. The relatively low data dispersion indicates good consistency in respondents' answers. Meanwhile, variable Y has a mean value of 4.21 with a standard deviation of 0.59. This indicates that variable Y is perceived at a high level by respondents, with a low degree of response variation. This suggests that respondents hold relatively uniform and positive views regarding variable Y. Based on the reliability test, all items of variable Y are considered reliable, as the corrected item-total correlation values range from 0.452 to 0.708. In addition, no items need to be removed because the Cronbach's Alpha values if items were deleted range from 0.710 to 0.792. Therefore, the instrument for variable Y is deemed appropriate for further analysis.

2. Validity and Reliability Tests

1) Variabel Autocratic Leadership (X1)

Item	r hitung	r tabel	Keterangan
X1.1	0,766	0,266	Valid
X1.2	0,608	0,266	Valid
X1.3	0,766	0,266	Valid
X1.4	0,333	0,266	Valid
X1.5	0,654	0,266	Valid

2) Variabel Emotional Support (X2)

Item	r hitung	r tabel	Keterangan
X2.1	0,616	0,266	Valid
X2.2	0,755	0,266	Valid
X2.3	0,657	0,266	Valid
X2.4	0,760	0,266	Valid
X2.5	0,602	0,266	Valid

3) Variabel Ethical Leadership (X3)

4) Variabel Kinerja Karyawan (Y)

Item	r hitung	r tabel	Keterangan
X3.1	0,667	0,266	Valid
X3.2	0,639	0,266	Valid
X3.3	0,874	0,266	Valid
X3.4	0,821	0,266	Valid
X3.5	0,663	0,266	Valid

The results of the validity test indicate that all statement items for autocratic leadership (X1), emotional support (X2), ethical leadership (X3), and Generation Z employee performance (Y) have corrected item-total correlation values greater than 0.30. Therefore, all statement items are declared

valid. This finding indicates that each item is able to accurately measure the research variables in accordance with the constructs employed.

Variabel	Cronbach's Alpha	Standar	Keterangan
Autocratic Leadership (X1)	0,824	0,70	Reliabel
Emotional Support (X2)	0,859	0,70	Reliabel
Ethical Leadership (X3)	0,890	0,70	Reliabel
Kinerja Karyawan (Y)	0,795	0,70	Reliabel

Furthermore, the reliability test results show that all research variables have Cronbach's Alpha values greater than 0.70. This indicates that the research instruments demonstrate good internal consistency, and thus the questionnaire is considered reliable and suitable for further data analysis.

3. Hypothesis Testing

Hipotesis	Variabel	t hitung	Sig.	Keterangan
H1	Autocratic Leadership ↘ Kinerja	3,247	0,002	Diterima
H2	Emotional Support ↘ Kinerja	0,630	0,532	Ditolak
H3	Ethical Leadership ↘ Kinerja	5,373	0,000	Diterima

Based on the results of multiple linear regression analysis, it is found that simultaneously autocratic leadership (X1), emotional support (X2), and ethical leadership (X3) have a significant effect on the performance of Generation Z employees (Y), with a significance value of $< 0.001 < 0.05$. Therefore, **H4 is accepted**.

Partially, autocratic leadership (X1) has a significant effect on the performance of Generation Z employees, with a significance value of $0.002 < 0.05$. Thus, **H1 is accepted**.

Emotional support (X2) does not have a significant effect on the performance of Generation Z employees, with a

Item	r hitung	r tabel	Keterangan
Y1	0,452	0,266	Valid
Y2	0,564	0,266	Valid
Y3	0,708	0,266	Valid
Y4	0,525	0,266	Valid
Y5	0,652	0,266	Valid

significance value of $0.532 > 0.05$. Therefore, **H2 is rejected**.

Ethical leadership (X3) has a significant effect on the performance of Generation Z employees, with a significance value of $< 0.001 < 0.05$. Hence, **H3 is accepted**.

This study aims to examine the effects of autocratic leadership, emotional support, and ethical leadership on the performance of Generation Z employees at PT Delta Majalengka. The results indicate that, simultaneously, the three independent variables have a significant effect on the performance of Generation Z employees. This finding suggests that autocratic leadership, emotional support, and ethical leadership collectively play an important role in influencing employee performance.

Partially, the results show that autocratic leadership (H1) and ethical leadership (H3) are accepted, while emotional support (H2) is rejected. These findings indicate that not all independent variables have a significant effect on the performance of Generation Z employees at PT Delta Majalengka.

The Effect of Autocratic Leadership on Employee Performance

The results of this study indicate that autocratic leadership has a positive and significant effect on the performance of Generation Z employees. This finding suggests that a leadership style emphasizing centralized decision-making, clear instructions, and strict work supervision is able to enhance employee performance.

For Generation Z employees working in a manufacturing industry environment, clear directives, firm work standards, and explicit guidance from leaders help employees understand their responsibilities and performance targets. This clarity ultimately contributes to improved employee performance.

The findings of this study are consistent with previous research stating that leadership characterized by clear control and structured work processes can enhance employee performance, particularly in work environments that require discipline and strict adherence to procedures. However, these findings also indicate that the effectiveness of autocratic leadership is highly dependent on organizational context and employee characteristics.

The Effect of Emotional Support on Employee Performance

The results of this study indicate that emotional support does not have a significant effect on the performance of Generation Z employees. This finding suggests that the attention, empathy, and concern perceived by employees in the workplace do not directly contribute to improved performance.

Theoretically, emotional support plays a role in creating psychological comfort and enhancing work-related well-being. However, in the context of this study, Generation Z employees tend to prioritize professional aspects such as clear work systems, firm leadership, and fairness in performance evaluation over emotional support alone.

These findings indicate that although emotional support is important for maintaining harmonious working relationships, it has not yet become a primary determinant in enhancing the performance of Generation Z employees at PT Delta Majalengka.

The Effect of Ethical Leadership on Employee Performance

The results of this study indicate that ethical leadership has a positive and significant effect on the performance of Generation Z employees. This finding suggests that leaders' behavior in upholding values such as honesty, fairness, responsibility, and moral role modeling is able to enhance employee performance.

Ethical leadership fosters trust between leaders and employees, leading employees to feel valued and treated fairly. This condition encourages employees to work more responsibly and to deliver optimal performance.

The findings of this study support ethical leadership theory, which posits that leaders' ethical behavior plays an important role in shaping employees' attitudes and work behaviors, particularly in improving performance and organizational commitment.

Practical Implications

Based on the research findings, the company is advised to:

1. Maintain and manage the implementation of autocratic leadership in a proportional manner, particularly in providing clear work instructions and effective supervision.
2. Enhance the application of ethical leadership by emphasizing values of fairness, honesty, and role modeling in every decision-making process.
3. Evaluate the forms of emotional support provided to employees to ensure they are more relevant to the needs and characteristics of Generation Z, so that they can have a more optimal impact on performance.

Limitations and Future Research

The limitations of this study include the relatively small number of respondents and the limited scope of the research, which was conducted in only one company, namely PT Delta Majalengka. Future studies are recommended to expand the sample size, involve companies or different industry sectors, and incorporate additional relevant variables in order to obtain a more comprehensive understanding of the factors influencing the performance of Generation Z employees.

IV. CONCLUSIONS

Based on the results of the analysis and discussion regarding the effects of autocratic leadership, emotional support, and ethical leadership on the performance of Generation Z employees at PT Delta Majalengka, it can be concluded that, simultaneously, the three independent variables have a significant effect on employee performance. This indicates that these factors collectively play an important role in shaping the performance of Generation Z employees in the company's work environment. Partially, autocratic leadership has a positive and significant effect, suggesting that a style emphasizing clear instructions and structured supervision helps employees achieve targets. Similarly, ethical leadership is proven to have a positive and significant effect, as behavior upholding honesty and fairness creates a professional trust-based environment.

Conversely, emotional support does not have a significant effect, indicating that empathy in the workplace is not currently a primary factor in improving performance for this group.

Practically, the company is advised to maintain proportional autocratic leadership for clarity while enhancing ethical leadership values in decision-making. Emotional support strategies should be re-evaluated to better align with Generation Z's professional needs. The limitations of this study include a relatively small respondent pool and a scope limited to one company. Future research should expand the sample size and involve different industry sectors to provide a more comprehensive understanding of Generation Z's performance factors.

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