

Beyond The Desk: A Quantitative Analysis Of Social And Self-Actualization Influences On Employee Performance, Mediated By Leadership Styles In Luwu District's Social Services

Salju^{1*}, Herawati Rijal² Abshar Abdur Razak³, Muammar Khadafi⁴

¹Pascasarjana, Universitas Muhammadiyah Palopo, 91921, Indonesia

²Pascasarjana, Universitas Muhammadiyah Palopo, 91921, Indonesia

³Pascasarjana, Universitas Muhammadiyah Palopo, 91921, Indonesia

⁴Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Palopo, 91921, Indonesia

Corresponding Author Email: salju@umpalopo.ac.id

Abstract

The study aims to investigate the impact of social and self-actualization needs on employee performance through leadership style as an intervening variable at the Luwu Regency Social Office. The population comprises all civil servants and non-civil servants in the Luwu Regency Social Service, totaling 88 employees. Employing saturated sampling, all 88 employees are included as samples. This quantitative research incorporates a product-moment correlation validity test (95% confidence level) to assess the reliability of the questionnaire instrument, concluding that it is reliable if the alpha value is > 0.6 . Smart PLS, a Structural Equation Modeling (SEM) analysis tool, is utilized for data processing. The findings indicate that social and self-actualization needs positively influence leadership style, and leadership style, in turn, positively affects employee performance.

Keywords: Social needs; Self-Actualization Needs, Leadership Style Employee Performance

1. Introduction

Bureaucratic reform to achieve good governance marks an increase in the quality of governance in Indonesia. In Presidential Regulation No. 81/2010, bureaucratic reform includes 8 main transformation zones in government institutions at the central or regional levels, including: organization, governance, laws and regulations, human resources of the apparatus, supervision, accountability, public services, mindset and work culture of the apparatus [1].

Every agency always strives so that employees involved in agency activities can provide the highest possible achievement and work performance to realize the goals that have been set, so maintaining a continuous and harmonious relationship with employees is very important [2]. The potential of human resources (HR) must be managed as well as possible in order to provide optimal output [3].

Employee performance is something that needs to be considered in an organization, because this will also describe the performance of the organization. Employee performance is a result of the behavior of organizational members, where the actual goal to be achieved is a

change in better behavior[4]. As explained by Sinambela in [5] is the capacity of workers to carry out certain tasks. A person needs a certain amount of talent and desire to perform a task or job. Without a clear understanding of what must be achieved and how to carry it out, a person's will and ability become ineffective [6].

According to Maslow in [7] Social needs include the need for friendship, affiliation and closer interaction with others. In organizations, it will be related to the need for a compact work group, good supervision, joint recreation[8]. From this basic human nature, in any form of life, humans definitely need the existence of other people, individually humans need family, neighbors, friends, friends. While in organizational life humans need good work friends, relationships with their work team, relationships with their superiors where this can be said to be a need for recognition of existence and respect for their dignity [9].

According to Batubara and Gami [10] Self-actualization is the process of implementing an individual's interests, creativity, desire to develop, ability to take responsibility and independence. Robbins and Coulter [11] state that the need for self-actualization is a person's need to be able to become what is desired in accordance with their potential. Maslow in Robbins and Coulter states that reaching the stage of self-actualization is not easy because many factors become obstacles both within the individual himself and those that come from outside.

According to Robbins in Ghufroon [12] leadership is the ability to influence groups towards achieving goals. Ability as an activity to influence people directed towards achieving organizational goals. At first many argued that leaders were born, but with the development of knowledge it was known that the formation of effective leadership could be learned [13]. According to Marno and Supriyatno in [12] Leadership is the ability and readiness of a person to be able to influence, encourage, invite, move and if necessary force others so that people want to accept influence and do something to shape the process of achieving predetermined goals [14].

The importance of the role of self-actualization and social needs to improve work performance through leadership style at the Luwu Regency Social Service government agency has attracted the attention of researchers to conduct research entitled how " Beyond the Desk: A Quantitative Analysis of Social and Self-Actualization Influences on Employee Performance, Mediated by Leadership Styles in Luwu District's Social Services".

Based on the theoretical description that has been stated and the existing problems, it is necessary to create a research conceptual framework. The aim is to provide convenience in examining the conditions under study. Based on the theories put forward above, the following is the conceptual framework in this study:

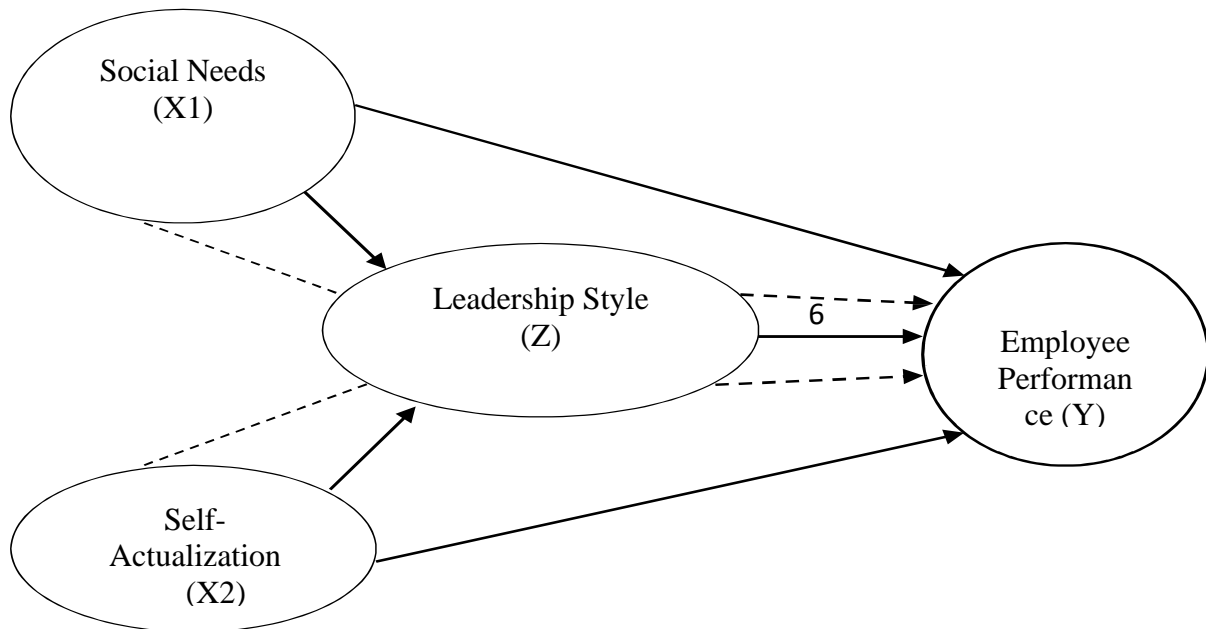


Figure 1. Conceptual Framework

Description:

- ▶ : Direct influence
- ▶ : Indirect influence

Based on the conceptual framework stated above, the hypothesis of this study is:

1. H1 : It is suspected that there is a positive and significant effect of Social Needs on Leadership Style at the Luwu Regency Social Service.
2. H2: It is suspected that there is a positive and significant effect of Self-Actualization on Leadership Style at the Luwu Regency Social Service.
3. H3 : It is suspected that there is a positive and significant effect of Leadership Style on Employee Performance at the Luwu Regency Social Service.
4. H4 : It is suspected that there is a positive and significant effect of Social Needs on Employee Performance at the Luwu Regency Social Service.
5. H5 : It is suspected that there is a positive and significant effect of Self-Actualization on Employee Performance at the Luwu Regency Social Service.
6. H6 : It is suspected that there is a positive and significant influence of social needs on employee performance through Leadership Style on employees of the Luwu Regency Social Service.
7. H7 : It is suspected that there is a positive and significant effect of self-actualization needs on employee performance through the Leadership Style of the Luwu Regency Social Service employees.

2. Methodology

This research was conducted at the Social Service Office of Luwu Regency, located in Tampumia Radda, Belopa Subdistrict, Luwu Regency, South Sulawesi 91994, over a period of approximately two months in 2023. Employing a Quantitative Approach and path analysis method, the researcher elaborates that path analysis is an extension of multiple linear regression, estimating causal relationships among variables based on previously established theories. The study population consists of 21 male and 11 female Civil Servant (ASN) employees, along with 31 male and 25 female Non-ASN employees. The research utilized a saturated sampling technique (census) involving the entire population, totaling 88 individuals.

Data collection methods involved systematic observation and a questionnaire with a Likert scale. Validity and reliability tests were conducted to ensure the accuracy and consistency of the research instruments, with validity criteria requiring $r_{count} > r_{table}$, and reliability achieved if the Cronbach's alpha value is > 0.6 .

3. Result and Discussion

3.1. Result

Descriptive analysis will describe the characteristics of respondents, description of research data. Respondents in this study are described through gender, age, education, length of work and status at the agency.

Table 1. Respondent Characteristics

Characteristics	Options	Frequency	Percentage
Gender	Male	52	59%
	Female	36	41%
	Amount	88	100%
Age	<25 years	1	1%
	26-30 years	25	28%
	31-35 years	12	14%
	>36 years	50	57%
	Amount	88	100%
Education	SMA	33	38%
	D3	4	5%
	S1	43	49%
	S2	8	9%
	Amount	88	100%
	1-5 years	33	38%

Length of Service	6-10 years	12	14%
	11-15 years	15	17%
	16-20 years	28	32%
	Amount	88	100%
Status	PNS	32	36%
	Non PNS	56	64%
	Amount	88	100%

Source: Data Processed 2023

The table above indicates that the number of male respondents is 52 (59%), while female respondents amount to 36 (41%). The average age of the respondents is distributed as follows: 1 person (1%) is aged 25 and below, 25 individuals (28%) are aged 26-30, 12 people (14%) are aged 31-35, and 50 individuals (57%) are aged 36 and above. Regarding education, the majority of respondents (49%) hold a bachelor's degree (S1). In terms of work experience, the majority (38%) have worked for 1-5 years, with 32 respondents (36%) being civil servants (PNS) and 56 respondents (64%) being non-civil servants (Non-PNS). Subsequently, to understand the respondents' perceptions of the research variables, which include social needs, self-actualization needs, leadership style, and employee performance, the collected data was analyzed. The analysis resulted in a description of the research variables, as presented in the table below:

Table 2. Average Value of Responses to Research Variables

	N	Mean
Social Needs	88	4.545
Self-Actualization Needs	88	4.318
Leadership Style	88	4.648
Employee Performance	88	4.602
	Amount	88
		4.528

Source: Data Processed 2023

The table above indicates that the responses from the employees of the Luwu Regency Social Service Office regarding the research variables are quite positive. They have a favorable perception, with an overall average score for the research variables above four (4). This suggests that respondents feel the variables used in this study are appropriate in measuring the influence of social needs, self-actualization needs, and leadership style on employee performance.

a. Validity Test

The test is carried out using a significant test, namely comparing the calculated R value with the R table. The assessment criteria use degree of freedom (df) = n-2 where n is the number of samples minus two. In this case the amount of df = 88-2 or df = 86 with alpha

0.05 obtained R table 0.209. If the question item has $r_{count} > r_{table}$, the question item is said to be valid with a significance level of 0.05. The following are the results of testing the validity of the research questionnaire by taking 88 sample respondents:

Table 3. Validity Test Results

SOCIAL NEEDS VARIABLE			
Question item	Value	r-table	Description
Item 1	0,911	0.209	Valid
Item 2	0,911	0.209	Valid
Item 3	0,869	0.209	Valid
SELF-ACTUALIZATION VARIABLE			
Item1	0,756	0.209	Valid
Item2	0,775	0.209	Valid
Item3	0,668	0.209	Valid
Item4	0,580	0.209	Valid
LEADERSHIP STYLE VARIABLE			
Item1	0,810	0.209	Valid
Item2	0,672	0.209	Valid
Item3	0,830	0.209	Valid
Item4	0,944	0.209	Valid
Item5	0,875	0.209	Valid
EMPLOYEE PERFORMANCE VARIABLE			
Item 1	0,819	0.209	Valid
Item 2	0,883	0.209	Valid
Item 3	0,922	0.209	Valid
Item 4	0,833	0.209	Valid

Source: data processed, 2023

Based on the table above, it can be seen that each statement item has a value of $r_{count} > r_{table}$ (0.209) and is positive. Thus the statement item is said to be valid.

b. Reliability Test

The technique used to measure the level of reliability is Cronbach's Alpha by comparing the alpha value with the standard provided that the Cronchbach alpha result is > 0.6 . The following is a summary of the reliability test results:

Table 4. Reliability Test Results

Variable	Value	Description
Social Needs	0.876	Reliabel
Self-Actualization Needs	0,646	Reliabel
Leadership Style	0,886	Reliabel
Employee Performance	0,886	Reliabel

Source: data processed, 2023

The reliability test results show the results of Cronbach Alpha > 0.6 , it can be concluded that all instruments in this study can be said to be realizable.

c. Validity and Reliability Test of SEM Model

Prior to conducting estimation tests on the utilized SEM model, it is crucial to assess the validity and reliability of the generated model. The analysis to understand the influence of 36 variables in the study utilizes Variance-Based Structural Equation Modeling (VB-SEM) through the SmartPLS 3.3 software. There are two methods to determine the validity of the SEM model, employing convergent validity techniques by examining the outer loading values and the Average Variance Extracted (AVE). The required factor loading value is > 0.7 . The SEM model with valid indicators is presented in the figure below:

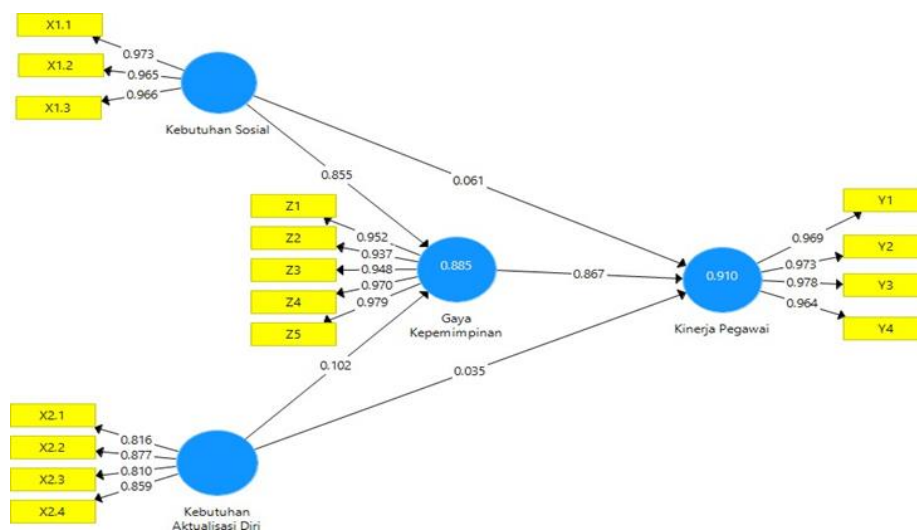


Figure 2. SEM Model (Smart-PLS Output)

Based on testing the validity of factor loading in the figure above, it is known that all loading values are > 0.7 , which means that they have met the validity requirements based on the outer Loading value. Furthermore, validity testing is carried out based on the Average Variance Extracted (AVE) value. The value that is the measure is Average

Variance Extracted (AVE) with an expected value > 0.5 . The results of the validity test to see the AVE value are shown in the table below:

Table 5. Values Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Leadership Style (Z)	0.917
Self-Actualization Needs (X2)	0.707
Social Needs (X1)	0.937
Employee Performance (Y)	0.943

Source: data processed, 2023

The recommended AVE value is above 0.5. According to (Mahfud and Ratmono, 2013: 67) it is known that all AVE values on this research variable are > 0.5 , which means that they have met the AVE validity requirements or all variables are valid and can be used to test the SEM Model. then the reliability test is carried out based on the Cronbach's Alpha and Composite Reliability values.

The values used to determine the level of reliability of the SEM model are Composite Reliability and Cronbach Alpha. This type of reliability serves to determine the level of internal reliability of variable indicators.

Table 6. Value Composite Reliability and Cronbach Alpha

	Cronbach's Alpha	Composite Reliability
Leadership Style (Z)	0.977	0.982
Self-Actualization Needs (X2)	0.862	0.906
Social Needs (X1)	0.966	0.978
Employee Performance (Y)	0.980	0.985

Source: SmartPLS 3.3 Output Results

The standard Cronbach's Alpha value of a variable so that it is declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on the table above, it is known that all variables have a Cronbach's Alpha value > 0.6 and a Composite Reliability value > 0.7 so that it can be stated that the SEM model analyzed is reliable.

d. Hypothesis Test

Analysis of the influence of variables analyzed in this study is the influence of social needs (X1), self-actualization needs (X2), and leadership style (Z) on employee performance (Y). The analysis is also used to test the research hypothesis. The magnitude of the direct influence of these variables is shown in the table below:

Table 7. Direct Effect Value of Research Variables

	T Count	T Table	P Values	Cut off Value
Social Needs (X1) -> Leadership Style (Z)	12.291	1.663	0.000	0.05
Self-Actualization Needs (X2) -> Leadership Style (Z)	1.746	1.663	0.041	0.05
Leadership Style (Z) -> Employee Performance (Y)	4.655	1.663	0.000	0.05
Social Needs (X1) -> Employee Performance (Y)	0.295	1.663	0.768	0.05
Self-Actualization Needs (X2) -> Employee Performance (Y)	0.482	1.663	0.630	0.05

Source: Data processed 2023

Based on table 5. above, hypothesis testing can be done as follows:

1. Hypothesis 1 (H1): With a T statistic value of $t \text{ count} = 12.291 > t \text{ table} = 1.663$ and $P \text{ Values} = 0.000 < \text{Cut off Value} = 0.05$, it is concluded that the social needs variable (X1) has a positive and significant influence on the leadership style variable (Z). Therefore, Hypothesis 1 (H1), which suggests a positive and significant impact of social needs on leadership style among employees in the Luwu Regency Social Service Office, is accepted.
2. Hypothesis 2 (H2): With a T statistic value of $t \text{ count} = 1.746 > t \text{ table} = 1.663$ and $P \text{ Values} = 0.041 < \text{Cut off Value} = 0.05$, it is concluded that the self-actualization needs variable (X2) has a positive and significant influence on leadership style (Z). Hence, Hypothesis 2 (H2), suggesting a positive and significant impact of self-actualization needs on leadership style among employees in the Luwu Regency Social Service Office, is accepted.
3. Hypothesis 3 (H3): With a T statistic value of $t \text{ count} = 4.655 > t \text{ table} = 1.663$ and $P \text{ Values} = 0.000 < \text{Cut off Values} = 0.05$, it is concluded that the leadership style variable (Z) has a positive and significant influence on employee performance (Y). Thus, Hypothesis 3 (H3), proposing a positive and significant impact of leadership style on employee performance among employees in the Luwu Regency Social Service Office, is accepted.
4. Hypothesis 4 (H4): With a T statistic value of $t \text{ count} = 0.295 < t \text{ table} = 1.663$ and $P \text{ Values} = 0.768 > \text{Cut off Values} = 0.05$, it is concluded that the social needs variable (X1) does not have a positive and significant influence on employee performance (Y). Therefore, Hypothesis 4 (H4), suggesting a positive and significant impact of social needs on employee performance among employees in the Luwu Regency Social Service Office, is rejected.

5. Hypothesis 5 (H5): With a T statistic value of $t_{count} = 0.482 < t_{table} = 1.663$ and P Values = $0.630 > \text{Cut off Values} = 0.05$, it is concluded that the self-actualization needs variable (X2) does not have a positive and significant influence on employee performance (Y). Hence, Hypothesis 5 (H5), proposing a positive and significant impact of self-actualization needs on employee performance among employees in the Luwu Regency Social Service Office, is rejected.

The indirect effect analyzed in this study is the effect of social needs (X1) and self-actualization needs (X2) on employee performance (Y) through leadership style (Z). The magnitude of the indirect effect of variable X on Y through Z is presented in the table below:

Table 8. Indirect testing through mediating variables (intervening)

	T Count	T Table	P Values	Cut off Value
Social Needs(X1) -> Leadership Style(Z) -> Employee Performance(Y)	4.330	1,663	0.000	0.05
Self-Actualization Needs (X2) -> Leadership Style (Z) -> Employee Performance (Y)	1.697	1,663	0.090	0.05

Source: Data processed 2023

1) Sixth hypothesis (H6): It is known that the T statistic value is obtained $t_{value} = 4.330 > t_{table} = 1.663$ and the value of P Values = $0.000 < \text{Cut off Value} = 0.05$. This means that the social needs variable (X1) has a positive and significant influence on the employee performance variable (Y) through the leadership style variable (Z) as an intervening variable. So it can be concluded that the sixth hypothesis (H6), namely that it is suspected that there is a positive and significant effect of social needs on employee performance through leadership style on employees of the Luwu Regency Social Service, is accepted.

2) The seventh hypothesis (H7): It is known that the T statistic value is obtained $t_{value} = 1.697 > t_{table} = 1.663$ and the value of P Values = $0.090 > \text{Cut off Value} = 0.05$. This means that the self-actualization needs variable (X2) does not have a positive and significant influence on the employee performance variable (Y) through the leadership style variable (Z) as an intervening variable. So it can be concluded that the sixth hypothesis (H7), namely it is suspected that there is a positive and significant effect of self-actualization needs on employee performance through leadership style on employees of the Luwu Regency Social Service, is rejected.

e. Test Coefficient of Determination (R²)

The joint influence of the variables analyzed in this study are social needs (X1), self-actualization needs (X2), and leadership style (Z) on employee performance (Y) and

social needs (X1) and self-actualization needs (X2) on leadership style (Z). This influence can be seen based on the results of the determinant analysis. The results of the determinant analysis on the SEM model are presented in the table below:

Table 9. R-Square value

	R Square	Adjusted R Square
Leadership Style	0.885	0.883
Employee Performance	0.910	0.906

Source: Data processed 2023

Based on the table above, it is known that the variables of social needs (X1) and self-actualization needs (X2) together affect the leadership style (Z) by 88.5%, while 11.5% is influenced by other variables not observed in this study. While the variables of social needs (X1), self-actualization needs (X2) and leadership style (Z) together affect employee performance (Y) by 91%, while 10% is influenced by other variables not observed in this study.

3.2. Discussion

a. The Effect of Social Needs on Leadership Style

The results of the research and hypothesis testing that have been carried out know that the statistical T value is obtained $t \text{ value} = 12.291 > t \text{ table} = 1.663$ with a P Values = $0.000 < \text{Cut off Value} = 0.05$. This means that there is a positive and significant influence of social needs on leadership style. It can be concluded that individual social needs have a positive and significant influence on leadership style [15].

b. Effect of Self-Actualization Needs on Leadership Style

The results of the research and hypothesis testing that have been carried out are known that the statistical T value is obtained $t \text{ value} = 1.746 > t \text{ table} = 1.663$ with a P Values value = $0.041 < \text{Cut off Value} = 0.05$. This means that there is a positive and significant influence on leadership style [16]. These results prove that there is a significant positive effect of self-actualization needs on leadership style in Luwu Regency Social Service employees.

c. Effect of Leadership Style on Employee Performance

The results of the research that have been carried out know that the statistical T value is obtained $t \text{ value} = 4.655 > t \text{ table} = 1.663$ with a P value of Values = $0.000 < \text{Cut off Values} = 0.05$. This means that there is a significant positive effect of leadership style on employee performance [17]. The results of the study prove that there is a significant positive effect of leadership style on employee performance in Luwu Regency Social Service employees.

- d. Effect of Social Needs on Employee Performance
The results of the research that have been carried out know that the statistical T value is obtained $t \text{ value} = 0.295 < t \text{ table} = 1.663$ with a P value of Values = $0.768 >$ Cut off Values = 0.05. This means that there is no positive and significant influence on social needs on employee performance. The results of this study prove that there is no significant effect on employee performance on employees of the Luwu Regency Social Service.
- e. Self-Actualization Needs on Employee Performance
The results of the research conducted showed that the statistical T value obtained the value of $t \text{ count} = 0.482 < t \text{ table} = 1.663$ with a value of P Values = $0.630 >$ Cut off Values = 0.05. This means that it does not show a positive or significant effect of self-actualization needs on employee performance The results of this study prove that there is no positive or significant effect of self-actualization needs on employee performance on employees of the Luwu Regency Social Service.
- f. The Effect of Social Needs on Employee Performance Through Leadership Style
The results of the research and hypothesis testing that have been carried out know that the statistical T value is obtained $t \text{ value} = 4.330 > t \text{ table} = 1.663$ and the value of P Values = $0.000 <$ Cut off Value = 0.05. There is a significant positive influence of social needs on employee performance through leadership style [18]. The results of this study prove that there is a positive and significant effect of social needs on employee performance through leadership style on employees of the Luwu Regency Social Service.
- g. Self-Actualization Needs Toward Employee Performance Through Leadership Style
The research findings and hypothesis testing indicate that the T statistic value obtained is $t \text{ count} = 1.697 > t \text{ table} = 1.663$, and the P Values = $0.090 >$ Cut off Value = 0.05. This means that there is a positive but not significant influence of self-actualization needs on employee performance through leadership style. The results of this study prove that there is no significant influence of self-actualization needs on employee performance through leadership style among employees in the Social Services Office of Luwu District.

4. Conclusion

The study reveals significant findings: firstly, social needs significantly influence leadership style among employees in the Social Services Office of Luwu District. Secondly, self-actualization needs have a significant positive impact on leadership style. Thirdly, leadership style significantly shapes employee performance. However, social needs do not significantly impact employee performance, and similarly, self-actualization needs show no significant influence. Interestingly, social needs significantly affect employee performance through leadership style, while self-actualization needs, while positively influencing employee performance through leadership style, lack statistical significance. These nuanced insights emphasize the intricate dynamics between employee

needs, leadership style, and performance in the specific context of the Social Services Office of Luwu District.

5. Reference

- [1] H. Lisa and S. Nanik, "Pengaruh Kinerja Pegawai, Komunikasi Interpersonal Dan Lingkungan Kerja Fisik Terhadap Kepuasan Masyarakat Melalui Kualitas Pelayanan," *Economic Education Analysis Journal*, vol. 8, no. 2, pp. 744-757, 2019, doi: 10.15294/eeaj.v8i2.31504.
- [2] I. Marjaya and F. Pasaribu, "Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai," *Maneggio: Jurnal Ilmiah Magister Manajemen*, vol. 2, no. 1, pp. 129-147, 2019, doi: 10.30596/maneggio.v2i1.3650.
- [3] R. Efendi, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Koperasi Pp Almunawwir Yogyakarta," *Jurnal Economic Edu*, vol. 1, no. 1, pp. 1-5, 2020, [Online]. Available: <http://jurnal.umb.ac.id/index.php/ecoledu/article/view/882>.
- [4] Sulaiman and Asanudin, "Analisis Peranan Pendidikan dan Pelatihan Dalam Peningkatan Kinerja Pegawai," *Jurnal Akuntanika*, vol. 6, no. 1, 2020.
- [5] E. A. Sinambela, D. Darmawan, and V. Mendrika, "Effectiveness of Efforts to Establish Quality Human Resources in the Organization," *Journal of Marketing and Business Research*, vol. 2, no. 1, pp. 47-58, 2022.
- [6] I. Hasibuan and J. Sukmal, "Pengaruh Kebutuhan Aktualisasi Diri, Penghargaan Dan Kebutuhan Sosial Terhadap Prestasi Kerja Karyawan Di PT. Perkebunan Nusantara Iii Kebun Rantauprapat," *Kapital: Jurnal Ilmu Manajemen*, vol. 04, no. 01, pp. 1-10, 2022.
- [7] E. Sari and R. Dwiarti, "Pendekatan Hierarki Abraham Maslow Pada Prestasi Kerja Karyawan Pt. Madubaru (Pg Madukismo) Yogyakarta," *Jurnal Perilaku Dan Strategi Bisnis*, vol. 6, no. 1, p. 58, 2018, doi: 10.26486/jpsb.v6i1.421.
- [8] Enggar Rahmawan and Rosnaida, "Pengaruh Aktualisasi Diri, Penghargaan, Dan Kebutuhan Sosial Terhadap Prestasi Kerja Pegawai Dinas Kesehatan, Kota Tanjung Balai," *Pengaruh Aktualisasi Diri, Penghargaan, Dan Kebutuhan Sosial Terhadap Prestasi Kerja Pegawai Dinas Kesehatan, Kota Tanjung Balai*, vol. 9, 2020.
- [9] D. Anggraini and M. Khadapi, "Pengaruh Kebutuhan Sosial Dan Kebutuhan Penghargaan Terhadap Kinerja Pegawai," *Seiko: Journal Of Management & Business*, vol. 6, no. 1, pp. 318-326, 2019, doi: 10.37531/sejaman.v6i1.3644.
- [10] R. R. Batubara and E. Rahmadani Putri Gami, "Pengaruh Kebutuhan Aktualisasi Diri Dan Penghargaan Terhadap Prestasi Kerja Karyawan Pada Pt Indomarco Prismatama Kecamatan Tanjung Morawa Kabupaten Deli Serdang," *Afosj-Las*, vol. 1, no. 4, pp. 84-93, 2021.
- [11] S. P. Robbins and M. Coulter, *Manajemen, Jilid 1 Edisi 13*, translated by B. Sabran and D. B. P., Erlangga, Jakarta, 2016.
- [12] G. Ghufron, "TEORI-TEORI KEPEMIMPINAN: Leadership Theories," *Fenomena*, vol. 19, no. 1, pp. 73-79, 2020.
- [13] A. Ragita, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Intervening di Sekretariat Dprd Kabupaten Batanghari," *Jurnal Manajemen Terapan Dan Keuangan*, vol. 11, no. 03, pp. 652-665, 2022, doi: 10.22437/jmk.v11i03.17979.

- [14] A. Ragita, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Intervening di Sekretariat Dprd Kabupaten Batanghari," *Jurnal Manajemen Terapan Dan Keuangan*, vol. 11, no. 03, pp. 652-665, 2022, doi: 10.22437/jmk.v11i03.17979
- [15] K. Kusumayanti, S. L. Ratnasari, and L. Hakim, "Pengaruh Motivasi Kerja, Disiplin Kerja, Lingkungan Kerja, Dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Negeri Sipil Dinas Perindustrian Dan Perdagangan Daerah Pemerintah Kota Batam," *Jurnal Bening*, vol. 7, no. 2, pp. 178-192, 2020. <https://www.journal.unrika.ac.id/index.php/beningjournal/article/view/2445>.
- [16] K., T. Prestasi, P. Di, and K. B. Purba, "Kata Kunci: Aktualisasi Diri, Penghargaan, Sosial Dan Prestasi Kerja The Effect Of Self- Actualization Needs, Awards, And Social Needs On Employee Achievement In The Office Of The Bangun Purba District," vol. 04, no. 02, pp. 745-762, 2022.
- [17] Khaskheli, A., Mahar, J. A., & Joyo, M. A. (2018). "The Impact Of Leadership Styles On Employee Performance Outcomes." *Journal Of Management Development*.
- [18] Siti, N. A., & Wardani, R. (2020). "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Siti." *Bulletin Of Management And Business*, 1(1), 42–50.